

# **Evaluation of UN Human Rights Annual Report and Annual Appeal: 2018-2022**

## **Evaluation Report**

**4 February 2023**

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*External Consultants have prepared this report. The views expressed herein are those of the Consultants and therefore do not necessarily reflect the official opinion of OHCHR.*

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- Joaquin de la Concha has worked in the human rights and broader aid sector across the world for nearly two decades, specialising in evaluations. Joaquin is qualified lawyer with specific focuses on gender, youth and new data technologies, such as machine learning.

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## Acronyms

DEXREL	Donor and External Relations Section
EoY	End of Year
GEWE	Gender Equality and Women's Empowerment
KII	Key Informant Interview
LNOB	Leave No One Behind
OEAP	Organisational Effectiveness Action Plan
OECD	Organisation for Economic Cooperation and Development
OHCHR	Office of the High Commissioner for Human Rights
OMP	OHCHR Management Plan
PMS	Performance Monitoring System
PPMES	Policy, Planning, Monitoring and Evaluation Services
US	United States (of America)
UN	United Nations
UNDP	United Nations Development Programme
UNOG	United Nations Office of Geneva

## Executive Summary

### **Background**

This evaluation was commissioned by the Donor and External Relations (DEXREL) section to evaluate OHCHR's organisation-wide annual report (hereafter 'report') and annual appeal (hereafter 'appeal'). Any reference to end of year (EoY) reporting is specified as EoY reporting. However, for most offices outside of Geneva, their focus is inputting content into the EoY report, which then forms the backbone of content for the overall report. Recommendations are thus made accordingly for both the EoY and the overall report. The purpose of the evaluation is to examine the internal production processes for both the report and appeal, alongside the external audience engagement for both products, particularly in how they impact resource mobilisation. The report is a major undertaking that consumes extensive resources and is OHCHR's flagship production, albeit one that is largely focused on donor accountability, rather than public engagement. The appeal is OHCHR's flagship resource mobilisation<sup>1</sup> product, but primarily for targeting key, traditional donors. As such, the evaluation was undertaken on the basis that OHCHR feels there is potential not just to improve internal production processes, but also diversify external engagement and resource mobilisation related to the report and appeal.

### **Methodology**

The evaluation involved an extensive desk review of OHCHR documentation, alongside benchmarking with relevant agencies to embed OHCHR within a broader context. The widely used Organisation for Economic Cooperation and Development (OECD) evaluation criteria were adapted for this evaluation considering the focus on the report and appeal differs from a typical programmatic evaluation. The developed criteria were production, content, uses, synergies with resource mobilisation and other feedback. Data collection consisted of key informant interviews (KIIs) with 61 OHCHR (and related agencies) staff across regions and offices, plus 12 donors. An online survey was also implemented, attracting responses from 26 OHCHR staff and 19 donors. Survey data is included to illustrate certain findings, while KIIs provide the core basis for analysis, due to the expansive sample size and richness of information they provided. Survey and KII data were triangulated through extensive document review and drawing upon other available data sources. Overall, the evaluation is predominantly qualitative, as such an approach provided the most relevant data and was most appropriate considering the evaluation objectives. The evaluation team consisted of Dustin Barter and Joaquin de la Concha (further details at the beginning of this report), with the evaluation conducted from October 2022 to January 2023.

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<sup>1</sup> Throughout this report, resource mobilisation refers to a broad process beyond simply raising funds. Fundraising refers more narrowly to raising funds. During data collection, many interviewees used the terms interchangeably.

## **Main Findings**

The following are the main findings separated accordingly for the report, appeal and cross-cutting issues.

### **Annual Report**

The report is very highly regarded by donors, but it demands extensive resources to produce and is a major burden on many staff, from field offices<sup>2</sup> producing the raw data and narrative on OHCHR's work that provides the foundations for the report to many Geneva-based staff crafting the final product. There is significant scope for streamlining production processes and reducing the scale of the report, but this must be done in a way that maintains the current high level of donor satisfaction. The report has minimal use beyond Geneva-based colleagues and ensuring donor accountability, although it is occasionally used as a reference document, such as in New York, Seoul and a small number of field offices.

### **Annual Appeal**

The annual appeal is viewed as necessary by multiple donors to trigger funding allocations and they are generally satisfied with the product. The appeal does not directly impact donors' volume of funding, nor the direction of funding, but it has contributed to a clear, beneficial narrative that OHCHR is persistently underfunded. Since the appeal requires far less production effort than the report, it is viewed more positively by OHCHR staff in terms of production, albeit there remains streamlining potential. Nonetheless, it is largely perceived as a box ticking exercise for key donors; the appeal is rarely used beyond the appeal launch. Field offices are either unaware of the appeal or never use it. It serves its purpose for key donors, thus leaving questions about whether investment could be made in or shifted towards complementary resource mobilisation efforts, such as the Ukraine flash appeal in 2022? The answer once again comes down to vision/purpose. If OHCHR would like the appeal to be a tool for diversifying resource mobilisation, it will require significant adaptation to effectively engage different audiences. This would also require significant analysis of potential donors and then substantive shifts in dissemination approaches, with the appeal one part of broader resource mobilisation efforts.

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<sup>2</sup> Field offices refers to country and regional presences, which range from an individual Human Rights Adviser to the New York team to countries with multiple offices in the one country. The term field office is used because that was how interviewees commonly referred to such offices and for ease of consumption in this report.

## Summary of Main Findings

Process	Content
<p><b>Both:</b> Lacking communication of vision, purpose and expectations.</p> <p><b>Annual Report:</b> cumbersome production, programme management system (PMS) structure challenges, inconvenient timing, mixed reporting capacities, significant improvements in recent years.</p> <p><b>Annual Appeal:</b> (relatively) efficient production, budget forecasting could be improved.</p>	<p><b>Annual Report:</b> lengthy and technical, but donor appreciated, over disaggregation fragmenting results, reporting disconnected from decision-making, visually strong, but online lacking.</p> <p><b>Annual Appeal:</b> lack of powerful narrative, indirect ask for funding, donors mainly interested in technical content.</p>
Uses	Synergies
<p><b>Annual Report:</b> excellent donor reception, very limited OHCHR use, occasional reference doc.</p> <p><b>Annual Appeal:</b> only specific use for key donors, almost no further use, limited influence in funding, potential for streamlining and diversifying.</p>	<p><b>Annual Report:</b> disconnect between Geneva and field for resource mobilisation, multiple communications challenges need addressing.</p> <p><b>Annual Appeal:</b> very siloed/specific utility.</p>

### Lessons Learned

The following are the primary lessons learned for both the report and appeal:

#### Resource Mobilisation Responsibility and Results

- Resource mobilisation is unlikely to be prioritised without institutionalisation, such as integrating into office activities or job descriptions.
- Successful resource mobilisation was linked to motivation, but must be backed by investment to ensure opportunities are realised (burdening offices with resource mobilisation without providing appropriate support has rarely worked and can create tensions for already busy offices).
- Successful resource mobilisation involves significant effort on building donor relationships and OHCHR's profile. It's not simply a matter of submitting funding proposals, but rather a more holistic endeavour.
- Resource mobilisation opportunities that aren't adequately supported to be realised (such as insufficient technical support) contribute towards field staff frustration and decreasing likelihood of pursuing resource mobilisation in the future.

#### Effective Internal Communications Enhances Exposure

For identifying and amplifying high quality content for the report and appeal, internal communications are critical to enhance awareness of what OHCHR is doing. Improved internal communications will increase the quality of content in the report and appeal.

## **Good Practices**

**Regular, Diversified Donor Engagement:** this was evident in cases of successful resource mobilisation and was also expressly appreciated by donors during KII. It also requires sufficient investment for staff to have time to engage donors.

**Ongoing Activity Documentation:** End of Year (EoY) reporting was significantly easier and higher quality for offices that regularly documented work throughout the year, such as through weekly updates, tracking templates and other mechanisms.

**Coordination and Compilation:** the report production team's proactive planning efforts have contributed considerably to effective coordination and compilation.

## **Conclusions**

The overarching conclusion is that OHCHR needs to be clearer on the vision and purpose for both the report and appeal and widely communicate it to staff, before embarking on any other actions. The other related, overarching conclusion (or reflection) is that the report and appeal are only a small part of the overall resource mobilisation process and are very centred on Geneva-based, traditional donors. Diversifying and expanding resource mobilisation requires significant public outreach, communications and relationship building that showcase the profile and impact of OHCHR within a global context of human rights crises.

**Production:** Both the report and appeal are major undertakings and the involved teams, particularly DEXREL should be commended for establishing a coherent process for producing both products. The findings and recommendations related to production relate more to the overall vision/purpose of both products and the need to address issues relating to the PMS structure and communications, rather than the bulk of the process, which is complex and cumbersome, but well executed.

**Content:** At over 550 pages in 2021, the report is too long; it has expanded approximately 10% each year since 2018 (393 pages). It still achieves the same purpose as in 2018, but requires significantly more effort each year. However, the extremely positive reception by donors indicates that the content is serving the purpose of meeting donor accountability and contributing to positive donor relationships. Nonetheless, the content can be significantly consolidated and still meet donor needs.

**Use:** It is evident that the report is primarily used by donors and they predominantly use it for accountability purposes and as a reference document. In these regards, donors are very positive about the report. OHCHR can be satisfied with this result. However, there is scope for the report to be made more accessible and engaging for broader audiences



that would expand its use significantly. This is likely worth pursuing, but will require additional investment.

**Synergies with Resource Mobilisation:** There is significant potential for the report and appeal to be more coherently and effectively integrated with resource mobilisation, but this requires decisions on the purpose and vision of the report and appeal.

## **Recommendations**

The recommendations are separated into three groups, namely the report, appeal and cross-cutting. In each group, recommendations are broadly organised from higher-level systemic recommendations to lower-level, simpler recommendations. Although the systemic recommendations require greater effort, they are critical issues that will then impact the subsequent lower-level recommendations.

### Annual Report

1. **Communicate clearly and widely the vision and purpose for the report:** whether it will continue as a donor accountability exercise or will the report also be utilised/adapted for broader public engagement. The vision and purpose then influence every other recommendation.
2. **Consolidate the report, including simplified disaggregation:** in consultation with donors to ensure satisfaction is maintained, while recognising that donors are primarily interested in financial content, activity numbers and impact.
3. **Consider Simplification of the OMP:** this could benefit EoY reporting, PMS and the overall report, while potentially improving results-based planning and monitoring. A more specific recommendation is beyond the scope of this evaluation, but OMP simplification is worth exploring, particularly as a new OMP is imminent.
4. **Make PMS primarily quantitative and separate narrative:** this can support PMS to be more user-friendly and make it simpler for offices to holistically communicate the narrative of their impact.
5. **Create summaries and regional spin-off products:** there is significant demand for such content, which is more relevant and practical. This also makes translation into relevant languages more viable and cost-effective.
6. **Address staff aversion to EoY reporting:** action needs to be taken so that EoY reporting is easier (see PMS recommendations) and viewed as more useful for staff, including a feedback loop for field staff to know how their EoY reporting is being used, and better linking with the programme cycle.
7. **Improve report dissemination:** improve the online experience/engagement with the report, such as a more interactive and visually appealing microsite, better PDF compression and other steps.

## Annual Appeal

8. **Communicate clearly and widely the vision and purpose for the appeal:** continue serving its specific purpose (triggering key donor funding) or turn it into an appeal for broader audiences, possibly including regionally-tailored products. There is significant potential, but it would require substantially more work/investment. There are different degrees of expansion that could be piloted, such as targeting high net worth individuals or a public appeal like the Ukraine flash appeal.
9. **Streamline and restructure the appeal:** focus on donors' primary needs (budgeting and activities rather than extensive narrative), thus freeing up time and resources for other resource mobilisation efforts. Restructuring to focus on prioritising/clarifying the financial ask and urgency of funding, while strengthening the overall narrative.

## Cross-cutting

10. **Prioritise gender equality and women's empowerment (GEWE) and leave no one behind (LNOB) content:** ensure basic gender disaggregation, alongside stronger GEWE and LNOB analysis.
11. **Address communications issues:** improve internal communications, overcome siloing of communications from the report/appeal, design and implement a communications strategy, plus other key measures, such as having regional communications staff collect content for the report and appeal.
12. **Provide appropriate and sufficient resource mobilisation technical support for field offices:** review and expand efforts such as the regional DEXREL support.
13. **Better synchronise global resource mobilisation strategies with field realities:** integrate resource mobilisation at field office levels, while addressing current blockages (such as slow processes) and ensuring appropriate and sufficient technical support for field offices to realise opportunities.

## Introduction

### I. Resource Mobilisation Background

OHCHR has had significant success in expanding resource mobilisation since 2017, but the concurrent rise in demand for OHCHR's work globally has meant an ever-expanding funding gap that needs to be addressed. Extrabudgetary funding has grown from US\$142.8m in 2017 to US\$227.7m in 2021, an increase of 64%. However, the expanded scope of OHCHR's work means extrabudgetary requirements have also expanded from US\$252.9m to US\$385m over the same period. The funding gap has grown from US\$110.1m to US\$157.3m. The regular budget fails to fully fund activities mandated by the Human Rights Council and the General Assembly and provides little funding to the extensive field-based human rights work that is essential to the fulfilment of OHCHR's mandate. In 2021, approximately 61.7% of all voluntary funding was used to support work in the field; expenditure for human rights in the field amounted to approximately US\$133m against only US\$17.6m million in regular budget earmarked for this main activity. In sum, OHCHR needs to address a persistent and growing lack of funding.

Although lead responsibility for resource mobilisation lies with DEXREL, the function cuts across the whole of OHCHR and includes senior management, at Geneva and in the field. While there has been investment in relevant training, tools and guidance (including a capacity support position) in resource mobilisation (such as a resource mobilisation and partnership strategy), there is still a need to strengthen capacities in the field, starting with OHCHR Regional Offices. To that end, and pending further investment in expanded capacities, DEXREL has deployed, as of quarter four 2021, two of its Geneva-based positions to the Regional Office for Southern Africa and the Regional Office for South-East Asia. At the end of November 2022, one more staff was deployed to the Regional Office for Central America. Such deployments build upon a successful resource mobilisation position in Cambodia beginning in 2015, which worked across sections (particularly FOTCD, DEXREL and Comms), delivering strong synergies and highly effective resource mobilisation.

Though a compelling case for support and a new branding strategy were developed in 2020, their potential has yet to be fully realised; resource mobilisation remains a major challenge, including its integration across offices, sections and staff. OHCHR needs to learn how to better market its work and demonstrate that it is a sound investment, doing valuable work and achieving tangible results. Synergies between resource mobilisation and communications can also be enhanced to increase the coherency and impact of both. The OHCHR annual report and annual appeal are the two primary tools used for resource mobilisation at a global level, albeit with other tools for resource mobilisation at more granular levels, such as for the field and thematic areas.

### The Annual Appeal

The appeal is designed to raise funds for OHCHR's planned activities and related costs for the upcoming year, according to the priority work laid out in OHCHR's Management Plan (OMP). The appeal is primarily focused on the core contributions of OHCHR's largest donors. In 2021, the annual appeal request was for US\$385.5m. In response, OHCHR received US\$227.4m from 89 donors, including 59 Member States. The 2022 appeal increased to US\$400.5m considering the expansion of needs globally. This request is in addition to the regular budget allocation.

### The Annual Report

The report presents the progress achieved during the year against the targets set out in the annual work plan and the OMP, which covers the period 2018 to 2023. It includes an overview of management, funding income and expenditure, with detailed results from the field and at headquarters. The 2020 and 2021 reports also showed how OHCHR addressed the many human rights challenges associated with the COVID-19 pandemic. The 2021 annual report totalled 550 pages, including annexes. It has grown from 166 pages in 2017.

## 1.2 Evaluation Background

Following a request from DEXREL, the Policy, Planning, Monitoring and Evaluation Services (PPMES) section included an evaluation of the annual report and annual appeal to be conducted in 2022. The evaluation aims to provide recommendations to inform improvements in the content and processes of the report and appeal for the next programming cycle. The report and appeal are important resource mobilisation processes for OHCHR, while also being linked to results-based management and accountability. This consultancy has several unique specificities compared to typical programmatic evaluations:

- It's not a typical thematic, project, programme or geographical evaluation;
- Its objective is focused specifically on the annual report and appeal; and
- It's not commissioned by an external donor.

Considering these factors and following initial discussions with DEXREL and PPMES, a significant scoping phase was undertaken to ensure the evaluation would meet a diversity of needs.

### The Scoping Phase

Over the course of approximately two weeks, the scoping phase focused on the following aspects:

- Refinement of the evaluation design and identification of criteria and tools.

- Adaptation of the approach (delinking from standardised OECD evaluation criteria) to better align to the objectives and interests of the consultancy.
- Expand the average scoping approach to cover five core aspects (why, who, what, when and how).
- Brief-based scoping: tailoring scoping interviews to specific areas of interest.
- Collaboratively gathering desk review documentation and contact details.
  - \* Documentation list structured and proposed by the team from desk review.
  - \* Contact list proposed and increased through snowball sampling.
- Sharing of online documents with the DEXREL team.
- Real-time validation: pre-testing questions during scoping interviews and providing time for feedback and amendments as required.

The scoping phase involved a desk review of more than 50 documents and 17 interviews with staff from Geneva and six different sections belonging to four different divisions, plus staff in Eswatini, New York and Thailand.

The evaluation is to examine both the internal production processes and external audience engagement related to the report and appeal. This examination will identify options for improving production processes, external stakeholder engagement and ultimately resource mobilisation. Therefore, the intended audience is primarily OHCHR staff, albeit across sections, such as DEXREL, PPMES and communications, but also field offices. The analysis and this final report should provide an evidence base to reform processes related to the report and appeal. Considering both products involve staff from across OHCHR, the evaluation has obtained inputs from across sections and geographical locations.

Similarly, the evaluation has integrated gender analysis throughout, alongside disability inclusion and LNOB. This included specific questions during KIIs related to gender, disability inclusion and LNOB, such as whether interviewees felt the report and appeal effectively analysed and communicated related content. Inclusion also informed the document review and ongoing analysis, such as reviewing previous reports and appeals for their focus on gender, disability inclusion and LNOB. However, as will be shown, gender issues were more evident (but could be better addressed) in the evaluation whereas disability inclusion and LNOB were less prominent throughout data collection.

### **1.3 Methodology**

As proposed in the Terms of Reference (see Annex One), the evaluation is guided by the principle of credibility; ensuring that the best evidence available is harnessed, and that it is analysed appropriately, to generate findings, lessons learned and recommendations that OHCHR can feel confident acting upon. To this end, the consultancy took place in a consultative and participatory manner, synthesising different data sources to ensure evidence-based analysis. This includes a focus on extensive

document review and analysis, matched with surveys and KIIs. Considering the purpose of the evaluation, this can be broadly divided between internal aspects relating to production of both the report and appeal, and external aspects relating to the engagement of donors and other stakeholders via the report and appeal. However, considering both products engage with many aspects of OHCHR, such as results-based management and communications, the methodology is designed to engage with and capture data in a holistic fashion. The intention is to deliver an analysis that unpacks the intersections between the report and appeal with these other functions within OHCHR.

## Evaluation Criteria

Considering the evaluation is not focused on a programmatic intervention, the commonly used OECD evaluation criteria were adapted to be more appropriate for the annual report and appeal. The adaptation is outlined below, with the new criteria specifically addressed in the later results sub-sections 2.1 and 2.2. Further details are included in the Inception Report (see Annex Five).

- **Efficiency:** is adapted to focused on the process of production.
- **Relevance:** is focused on the content of the report and appeal.
- **Effectiveness:** examines the uses of the report and appeal.
- **Coherence:** is instead focused on synergies with broader resource mobilisation.
- **Impact:** although captured throughout focus is overall feedback.
- **Gender and disability:** both issues are integrated across the analysis.

## Data sources and collection methods

The evaluation team used the following tools (further details in Annex Two) for the collection and analysis of data, while seeking to triangulate data wherever possible:

- (i) Desk review;
- (ii) Secondary data analysis;
- (iii) Key informant interviews;
- (iv) Lessons learnt and good practices; and
- (v) Online surveys.

### Desk Review

The list of documents reviewed for the evaluation are contained in Annex Three. This includes a broad array of documents provided by OHCHR and other content the evaluation team has collected from publicly available sources. The breadth of documentation includes previous reports and appeals, plus cross-cutting content such as public communications, strategies and organisational plans.

### Secondary Data Analysis

In addition to OHCHR-focused materials, the evaluation team collected and analysed content from other United Nations (UN) agencies and relevant actors. A key purpose was to situate OHCHR's report and appeal within a broader context and to provide benchmarking.

### Key Informant Interviews

The evaluation team conducted a total of 73 KIIs, both internal to OHCHR and external. This significant sample size enables a strong basis for analysis, as the sample is larger than the online surveys that were also implemented (details below). Most interviews were conducted with Microsoft Teams or similar programmes, with a minority conducted in-person in Geneva. Interviews were typically conducted in English with some in Spanish or Portuguese. Staff interviewees covered all regions where OHCHR works, plus a representative sample of sections. Combined with interviews of some external actors relevant to production and benchmarking, such as from the UN Geneva Office (UNOG), a total of 61 KIIs were conducted. A further 12 KIIs were conducted with Geneva-based donors. A full list of interviewees is included in Annex Four.

### Lessons Learnt and Good Practices

Significant focus was placed on identifying and validating lessons learnt, innovative practices and good practices. This involved a focus on offices that were identified as high performing and in need of improvement in relation to the annual report and related content provision. These lessons and good practices are integrated throughout the evaluation, such as identifying foundations of success and challenges.

### Online Surveys

Although the large sample of KIIs provides the bulk of data for analysis, online surveys were also conducted to diversify and triangulate other available data. The online survey tool Kobo was utilised with respondents provided two weeks to complete the survey. Multiple reminders were sent to maximise responses. A total of 26 OHCHR respondents (seven Geneva staff and 19 field staff) and 19 donors (highly varying sizes) responded to the three separate surveys:

- **OHCHR survey:** this survey focused on internal production relating to and external use of the report and appeal. The sample size provides important insights and some triangulation of data, but the small sample size creates some limitations on extrapolation. In contrast, the larger sample of KIIs provides stronger foundations for analysis.
- **Large-scale donor survey:** this survey captured data related to donor perceptions on the quality of the report and appeal, alongside how it was used. It also provided an avenue for anonymous feedback and recommendations.
- **Smaller-scale donors survey:** this survey targeted smaller and/or potential donors, focusing on similar topics to the donor survey, but in a condensed format.

## Limitations

The following are a few key limitations for this evaluation:

- (A) Most data was collected remotely for various reasons, which is expedient and allowed a greater scale of data collection, but loses some richness, particularly for interviews;
- (B) The scope of the report and appeal is very wide-ranging (such as types of content and number of staff/offices involved), which poses challenges for consolidation of information; and
- (C) Much of the analysis is ultimately perception-based, which can then lead to contradictions considering highly varied perceptions.

## 2. Main Findings

This section of the report outlines the main evaluation findings, resulting from a synthesis of the data sources outlined in the methodology. The ensuing analysis synthesises differing opinions, but it must also be recognised that such divergence in data can have contradictory implications for recommendations. The evaluation examines such tensions with the aim of providing a basis for OHCHR to make informed decisions. For example, the evaluation will recommend a streamlining of the report to reduce the burden on OHCHR staff, but only in a way that ensures the report still meets donor requirements. This also raises deeper issues about the purpose of the annual report; is it to meet donor needs or engage broader audiences in OHCHR's work? The evaluation doesn't make this decision, but raises such questions that are ultimately for OHCHR to decide. It must also be noted that there are shifts in global constituencies, thus raising new potential audiences and donors for OHCHR.

The findings are presented in three key sub-sections, namely the report (2.1); the appeal (2.2); and cross cutting issues (2.3). Where appropriate, relevant survey results are visualised and integrated throughout the findings.

A one-page visualisation of key survey results features on the following page before analysis of the report, appeal and cross-cutting issues. Reference to the 'report' refers only to the organisation-wide annual report, while EoY reporting is specified accordingly.



# OHCHR Report/Appeal Evaluation: Key Survey Findings

## RESPONDENTS

OHCHR Geneva: 7



OHCHR Field: 19

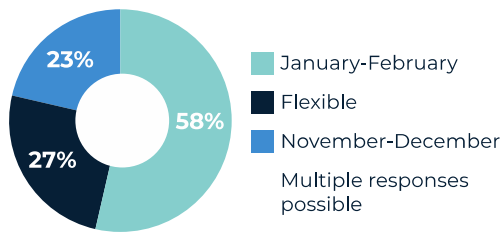


Donors: 12

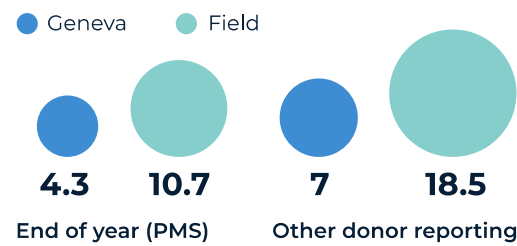


## OHCHR RESPONSES:

### Preferred Report Deadline



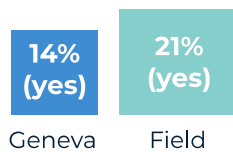
### Days spent reporting



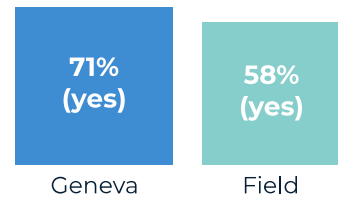
“Everyone dreads it (PMS)” and “the (PMS)structure kills creativity.”

“The report is cumbersome to produce. We don’t/ rarely use the final product.”

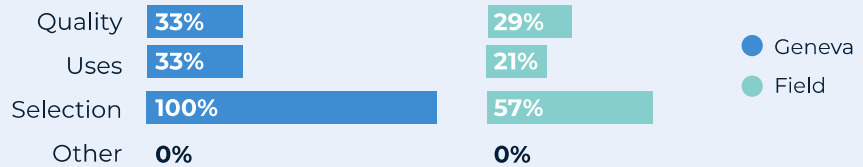
### Existence of fundraising strategy in your entity



### Do you produce comms materials for partnerships/ resource mobilisation?



### Have you received feedback on the following related to PMS reporting?



## DONOR RESPONSES:

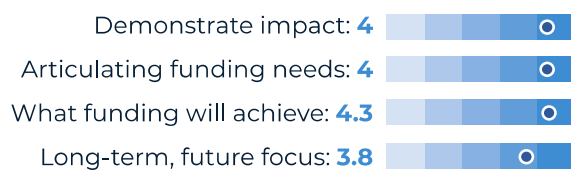
“We really like the report and don’t think it should be shortened. If wanting more funding support, this is the kind of report we need.”

“The appeal and report are good documents that inform our contributions and provide accountability.”

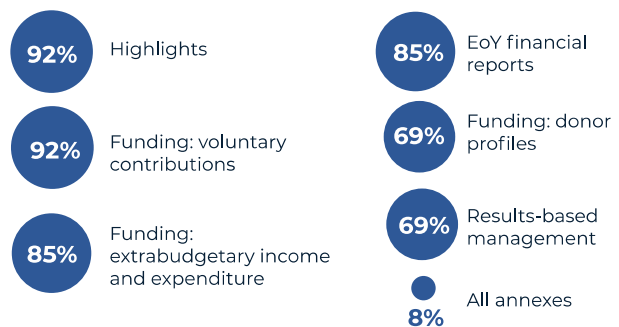
### How useful is the report? (1-5 scale)



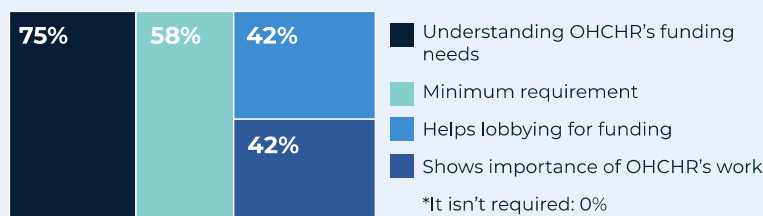
### How could the report be improved? (1-5 scale, 5=strongly agree)



### Report sections required for accountability?



### What purpose/s does the appeal meet?



“The appeal allows us to check if there are any unused fund available”

“The appeal is good because it provides what has been done and plans forward.”

## 2.1 Annual Report Findings

### **Process of Report Production**

#### Lack of Clear Communication of the Vision and Purpose of the Report

OHCHR's vision regarding what the report is trying to achieve beyond donor requirements is not clearly communicated, leaving staff across offices demotivated to contribute and engage in the production process, whether it's inputting content into PMS or later stages of report production. There is a sense that the report could be used for diverse stakeholder engagement if produced in a more engaging, accessible format. The report is meeting donor requirements in terms of accountability and reporting, for which it is very positively received, but does not achieve broader stakeholder engagement.

The message from KII across different sections of OHCHR is that the report could achieve much more in terms of diversified stakeholder engagement. Realising such potential would require a significantly different report. For example, UNICEF's 2021 annual report was 16 pages and highly visual, making it good for diverse stakeholder engagement. However, such a report does not achieve accountability requirements, whereas OHCHR's current report does and is highly appreciated by donors. (Also recognising that OHCHR has other outreach materials, such as calling cards)

OHCHR needs to clearly and widely communicate its vision for the annual report, where a more public-facing report may be beneficial, but cannot be at the expense of the current report meeting donor requirements. Improved communication of the vision for the report underpins every other issue in this evaluation; it shapes the production, content and uses of the report.

#### Cumbersome Production

The report was consistently described as cumbersome and time consuming to produce, from field offices inputting content in PMS for EoY reporting to the team finalising the report in Geneva. Report production demands extensive resources and causes substantial frustration for many staff. Documenting and sharing information for the report is not effectively integrated in most offices and becomes a scramble at the end of each year.

For field offices, the following were the most reported production issues:

- EoY reporting is time consuming and comprehensively disliked.
- PMS is seen as slow to use and not effective at capturing impact.
- Field offices reported an average of 10.7 days for EoY reporting.
- Field offices feel that they report into PMS, but never (or rarely) get any feedback. This demotivates staff because it feels like "reporting into a blackhole." (Due to

resource constraints, feedback is provided on a rotational basis and when provided, is appreciated by field offices)

- The requirements to report on pillars, spotlight populations, frontiers and other points of disaggregation caused significant issues for many offices; it was perceived as being overly complicated, often irrelevant and a distraction from reporting holistically on impact.

For Geneva staff compiling the report, the following issues were reported:

- The content coming through PMS was overly detailed and technical, which made sifting through the content very difficult/time consuming when compiling content for the overall report.
- Received content focused much more on activities and descriptions rather than a deeper focus on outcomes and impact (changes created).
- Condensing content while still ensuring diverse coverage of OHCHR's work and global presence is a difficult balancing act.

### OMP structure and PMS Causing Significant Challenges

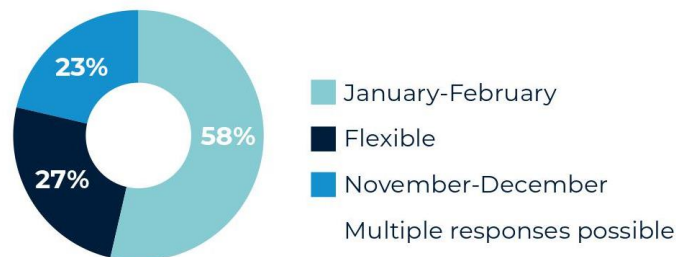
The OMP structure in PMS is not considered user-friendly and is a major obstacle to higher quality, more efficient reporting processes. Regardless of location, the PMS breakdown was viewed as difficult to use and ineffective for capturing the impact and narrative of different offices' work. Furthermore, for many non-Geneva offices, the connection was often slow, causing further problems. For Geneva-based staff compiling the annual report, the content coming out of PMS was not particularly user-friendly, such as producing tens of pages of information for each office. Overall, it's clear that the PMS structure is causing problems and requires attention, particularly for making field office reporting smoother.

Despite the challenges with PMS, staff would prefer refinements rather than a new system, while a small number of staff thought the system was sufficient. OHCHR has also invested considerable time in providing guides and workshops to make using PMS easier. It's also possible that some dislike for PMS is conflated with general dislike for reporting, but regardless, it's clear that the current reporting system is frustrating and having a negative impact on staff and their reporting. It needs to be addressed in close consultation with field offices particularly.

### Inconvenient Timing

Most field offices report that the EoY reporting deadline in December is inconvenient, due to many other concurrent commitments (such as yearly planning and Human Rights Day) and this contributes to poorer quality reporting through PMS.

## Preferred Report Deadline



Although the turnaround time for Geneva-based staff to consolidate EoY reports would be reduced, the KIs and survey results suggest that shifting the EoY reporting deadline to late January would be appreciated and hopefully lead to improved EoY reports. The shortened turnaround time for Geneva-based staff compiling the report could be compensated by streamlined processes that are identified throughout this evaluation.

### Mixed Reporting Capacities

Most offices felt they had sufficient capacity for reporting with survey results averaging 3.4 on a scale from 1 (insufficient) to 5 (sufficient). Quality of reporting was negatively impacted by time constraints, in terms of when the annual report is due and heavy workloads; staff prioritise human rights work over reporting. Capacities also differed substantially across offices, where the situation for an individual Human Rights Adviser is markedly different to offices with a team. Examples of high-quality reporting appeared to come down to individuals rather than an institutionalised approach. On a scale of 1-5 (low-high), end of year guidelines on PMS scored 3.6 for clarity and clinics scored 3.1, suggesting a decent reception, but with significant room for improvement, both in terms of preparing high quality content for reporting, alongside how to use PMS efficiently.

A commonly raised capacity issue related to many staff being strong legal and technical human rights writers, which are different skills to writing annual reports. This is most evident in much reporting being descriptive and focused on activities, rather than communicating impact and narrative. This disconnect was particularly acute in relation to case studies/human interest stories. For field offices, they often feel ill-equipped to create such content and preferred to focus on their substantive work. A holistic approach is required to address these capacity issues, such as systematic story gathering conducted by regional communications staff feeding into reports, rather than placing the burden on operational country staff.

### Substantially Improved Reporting

The annual report has improved substantially over the past five years (the focus period of this evaluation), from the collection and consolidation of vast amounts of data to the final product. Although there were incidents where field office reporting was incorrectly portrayed in the annual report (and required correction), the processes were generally

seen positively. However, there is significant potential for streamlining of processes, which should ease the reporting burden and further improve quality.

## **Content of the Report**

### **Lengthy and Technical, but Donor Appreciated**

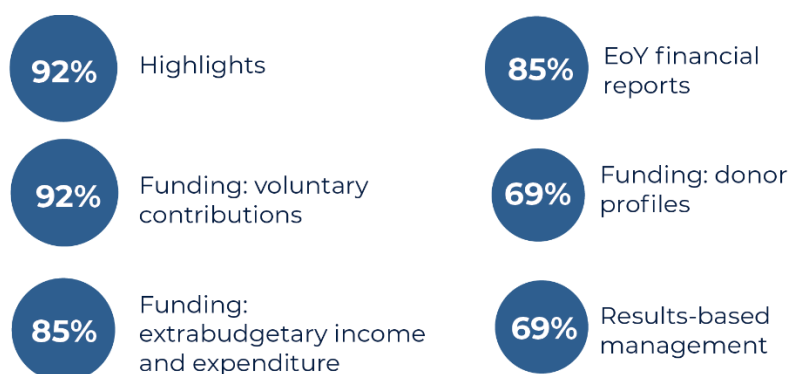
Not only is the report extremely lengthy at 550 pages in 2021, but most OHCHR staff felt it was overly technical and detailed. Staff see this as limiting the potential to engage broader audiences. Reading the report supports these views, where the report is presented as being for donor accountability. There is not a strong overarching narrative or consolidation of information into easily digestible/compelling content.

Donors, however, are very positive about the content of the report. Consistently across KII, donors appreciated the extensive detail and explained how that provided sufficient basis for accountability and to allocate future funding. Multiple donors expressed they prefer the technical and quantitative content, rather than the case studies/human-interest stories. The latter point is particularly interesting, as OHCHR staff felt the human-interest angle needed significantly more emphasis. The evaluation team suggests pursuing a middle ground where technical content is prioritised, but complemented with human-interest content that foregrounds first-person quotes (as opposed to the current human-interest content that is often third person).

### **Mixed Donor Views on Consolidating the Report**

Across KIIs, most donors were clear they did not want the report shortened, but concurrently thought OHCHR could provide more consolidated information, such as summaries. Some donors believed the report wasn't technical or detailed enough, while others thought OHCHR needed a more compelling public-oriented document. Reconciling these diverse and opposing views is potentially a challenge. The positive overall view of the report suggests OHCHR is doing a commendable balancing act and the report is serving accountability purposes. Critically, any potential consolidation of the report must be done in close consultation with donors to avoid the risk of disrupting currently high satisfaction.

For the survey, when asked which report sections were required for accountability and reporting purposes, the top results were as follows:



Other sections scored far lower percentages, giving a strong indication that the report could be consolidated in these sections. The results, in descending order, are as follows: accountability and governance framework (54%), funding trend (54%), UN Human Rights at Headquarters: Organisational Effectiveness (54%), UN Human Rights in the Field (54%), funds administered by UN Human Rights (46%), organisational development (46%), UN Human Rights at Headquarters: Pillar Results (38%) and all annexes (8%).

### Human-Interest Stories and Photo Difficulties

High-quality human-interest stories and photos contribute to narrative, but most field staff feel (a) stories don't always capture the nature of an office's human rights work; and (b) ill-equipped to deliver such content and prefer to focus on their primary tasks. The best stories are often not captured and remain under the radar and thus not reported. Lacking high quality photos makes it difficult for the annual report to convey narrative and the human impact of OHCHR's work. High quality content could also have many broader uses beyond the report, such as for social media.

Communications staff should be responsible for producing such content, which appears to occur on an adhoc basis, not systematically integrated with reporting. There was success with a story gathering consultant, but an institutionalised approach is lacking, such as regional comms staff collecting content according to pillars.

### Over Disaggregation Fragments Reporting

A consistent theme across KIIs was the lack of a powerful overarching narrative, despite OHCHR doing critical work to address the global human rights crisis. Aside from the technical reporting, another content problem related to reporting being overly disaggregated. Reporting against pillars, spotlight populations, frontiers and other points of disaggregation was seen to contribute to fragmentation. Staff recognised the importance of the differentiation, but felt it had become overly complicated. This also related back to PMS requiring tagging according to different points of disaggregation, such as gender and disability. Donors didn't have strong feeling on the issue, but recognised the value in disaggregation, such as highlighting certain under-reported issues, while also feeling it could be more clearly articulated/condensed.

## Uses of the report

### Excellent Donor Reception

Across KIIs, donors were very positive about the report, appreciating the level of detail, particularly on activities/results and financial aspects. Reflective quotes include:

“We really like the report and don’t think it should be shortened. If wanting more funding support, this is the kind of report we need.”

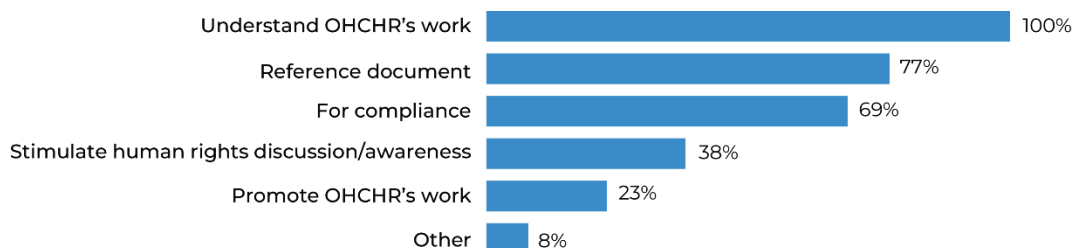
“The appeal and report are good documents that inform our contributions and provide accountability.”

Asked how useful the report was on a scale of 1-5, the donor survey results were:

**4.7 (very useful)** 

Report uses varied according to staff positions at donor agencies, but a common theme was the report being an excellent reference document. For example, donors could find specific details for a country they are funding and could benchmark their funding against other donors. It was also used for explaining OHCHR’s work to decision makers (such as parliament). Some donor staff rarely used the report and found it difficult to digest, but they recognised the function it served.

When asked how they use the report, donor survey responses were as follows:



### Modes of Consumption: Printed, Digital and Formats

In many KIIs, donors indicated they didn’t require, nor use, the printed version of the report. As such, it was felt that considering the environmental impacts, printing should be avoided. However, 77% of surveyed donors indicated they access the printed version of the report received from OHCHR, while 69% downloaded it and 54% accessed it online (although these results are likely skewed by survey respondents being Geneva-based and thus recipients of the printed version). In certain contexts, printed versions are also seen as more professionally appropriate, even if they never get read. These mixed results suggest that there is scope to reduce printing, perhaps through making printed copies available on-demand, rather than proactively provided.

For digital consumption, many OHCHR staff identified the size of the report (2021 was 41 mb; 2020 was 43mb) as a major problem because it prevented easy sharing, such as through email. This problem was accentuated for field offices with slower internet speeds; even if the OHCHR office has fast internet, many target audiences, such as governments, may not.

Concurrently, there was significant interest in improving online access, where the current website was nearly universally seen as clunky and difficult to navigate. While the OHCHR website has improved in recent years, including the creation of the annual report microsite, it was still seen as far behind UNICEF and other peer websites. Throughout KIIIs, donors were open to different formatting options, such as summaries and interactive online content.

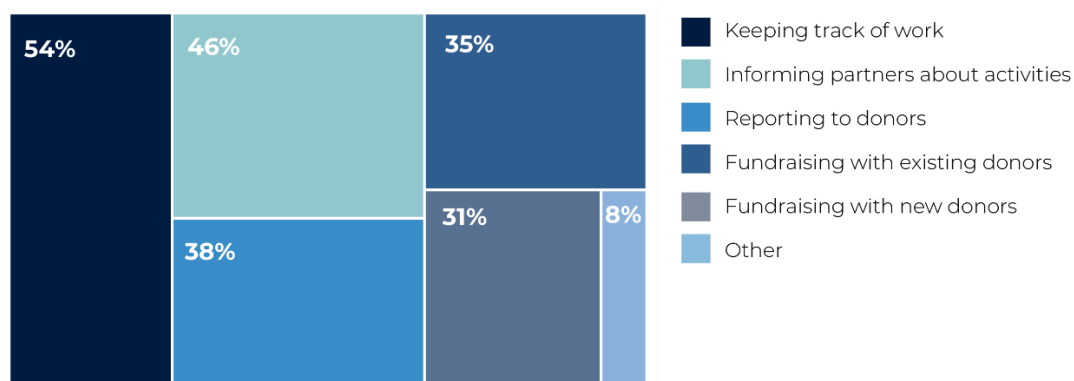
### Very Limited OHCHR Report Use

It was clear across KIIIs that OHCHR use of the report was limited primarily to Geneva-based staff and even then, use was limited beyond the launch and distribution. There was adhoc use in some other offices, but most field offices indicated they don't use the report at all. For staff using the report, it was typically as a reference document, such as for getting country-specific information before a related meeting. It was also used for background understanding when engaging donors and/or stakeholders for other purposes, such as advocacy.

For the bulk of staff that aren't using the report, it was perceived as too voluminous and not relevant to their work. This view was particularly strong in field offices, where there was a preference for locally-relevant reports and related content. Printed versions of the report in English were deemed inappropriate for certain local/regional contexts, where regional specific and translated reports were seen as more viable. There was strong interest across countries and regions for 2-4 page summary reports, particularly region-specific reports, and similar products that could then be translated into relevant languages and used for donor engagement. For example, a condensed South America regional report translated into Spanish (and possibly Portuguese).

Although KIIIs indicated most staff didn't use the report, the OHCHR staff survey reflected more use of the report, although some respondents may have been referring to their EoY report rather than the organisation-wide annual report. Nonetheless, even if considering the objectives of PMS regarding performance monitoring, use is limited as the survey results show:





The following are consolidated responses from survey participants when asked what would need to change for them to use the report more widely:

“More user-friendly, summary document, human interest stories.”

“It covers too much, so our work becomes invisible. Something more interactive could better reflect our work.”

“It needs to be relevant to our context; shorter versions; tailored to regions.”

### **Synergies of the Report with Resource Mobilisation**

#### **Reporting for Accountability Not Resource Mobilisation**

It is evident across KIIs, survey data and the contents of the report that it is used primarily for donor accountability, not as a resource mobilisation tool. The potential to use the report for resource mobilisation relates back to the lack of clearly communicating the vision/purpose of the report. The current report is not tailored towards resource mobilisation, but its extensive content provides a basis for spin-off products that could then be used for resource mobilisation. For example, condensed, narrative-focused, regional-specific reports in relevant languages could be utilised for resource mobilisation. Condensed reports could also be used for engagement at global levels and donor’s capital cities, such as in Brussels, in conjunction with other visibility and outreach materials. The current report cannot serve all purposes, where the need for resource mobilisation would be best served by alternative products rather than reshaping the report for such ends.

The report does, however, contribute indirectly to resource mobilisation. This occurs through strengthening OHCHR’s reputation, external understanding of its work and relationships with existing donors. These are important aspects that need to be preserved.

#### **Reporting/Resource Mobilisation and Communications Disconnect**

According to KIIs, review of databases, websites, social media and benchmarking with other agencies, it is evident that there is a significant disconnect between the

report/resource mobilisation and broader communications. While the Organisational Effectiveness Action Plan (OEAP) on resource mobilisation has a brief external communications plan and theory of change, which provide some strategic direction, there is no harmonisation with reporting and resource mobilisation. Aside from the OEAP, there didn't appear to be a more detailed communications plan or strategy to contribute towards resource mobilisation.

At the practical level, there is a strong sense that DEXREL and communications largely operate in silos, albeit with some instances of collaboration. The annual report production struggles with obtaining sufficient high-quality human interest stories and photos from field offices. Field staff are occupied with their substantive work and feel they don't have the capacities to also produce human interest stories and photos. A story gathering consultant commissioned by DEXREL produced some well-regarded content that was also used for reporting, but this reflected an adhoc solution, rather than a systematic solution.

#### Differing Resource Mobilisation Prioritisation and Contexts

The impetus and contextual realities for resource mobilisation is markedly different between Geneva and across field offices. The former has a greater impetus for resource mobilisation, whereas the latter operate in variable contexts for potential resource mobilisation. Resource mobilisation is not clearly integrated into most job descriptions and performance management, leading to many staff not feeling the obligation to mobilise resources. However, simply integrating into performance management without addressing other blockages will not be well received. Secondly and one of the key blockages; field offices reported slow, bureaucratic processes at various levels when pursuing resource mobilisation, such as when receiving required technical support and approvals when pursuing funding opportunities. Slow staff recruitment (leaving some offices under-staffed) also impacted the ability to pursue opportunities, while being reliant on slow UNDP procurement processes hampered implementation. This was demotivating for field staff and/or led to opportunities being lost due to time constraints, which caused further demotivation. Conversely, many proposals do not require Geneva approval and when required, was reported to be in a timely fashion. It was felt that the blockage might occur at the submission stage. The speediness of approvals needs to be communicated to field offices, as this should encourage resource mobilisation efforts. Accountability for any bottlenecks should be improved amongst all offices.

Additionally, the level of cost recovery at the Geneva level is seen as too high and thus makes local targeted fundraising unrealistic and hard to justify to in-country donors. A balance needs to be struck, however, recognising the complex and tight resource availability across OHCHR. Finally, many staff simply preferred to focus on their human rights work, which is time consuming, thus leaving resource mobilisation de-prioritised. For Geneva staff, particularly in DEXREL, it is evident that they lack sufficient human resources that would enable more timely and appropriate technical support to field

offices. Distance also appears to create a disconnect, where the piloting of regional DEXREL staff is positively received thus far, illustrating the benefit of investing in human resources.

### Individual Resource Mobilisation Success

Despite the lack of resource mobilisation institutionalisation, there are significant instances of success in resource mobilisation (not specifically linked to the annual report). According to KIIs, this resulted primarily from motivated individual staff with sufficient capacity (time particularly) to pursue resource mobilisation. Such staff understood that if they want to continue or expand their work, resource mobilisation was critical. Concurrently, it was recognised that certain contexts were more conducive to resource mobilisation than others, particularly relating to donor interests and OHCHR office capacities.

Strikingly, only 21% of surveyed field offices reported having a fundraising strategy.

### **Other Feedback**

Overall, the feedback on the report was nearly diametrically opposed between OHCHR staff and donors, which again reflects the lack of clearly communicating the vision/purpose and thus differing expectations. OHCHR staff typically view the report as unwieldy, overly detailed/technical and lacking a powerful narrative, such as the scale of human rights crises globally. It is recognised that the graphic design, structuring and overall presentation of the report have improved markedly in recent years, but it's still seen as very text heavy. In contrast, donors appreciate the extensive details and many even requested it to be more technical and less narrative focused. These opposing views reflect the differing expectations for the report and should form the basis of any changes: ensuring clarity of vision/purpose and then tailoring products accordingly.

### Other Notable Report Feedback

Aside from the key findings presented above, the following are notable points of feedback for consideration:

- Many staff and non-donors (such as external support services engaged with OHCHR) recommend a more visual and narrative driven report, but this serves a different purpose than meeting donor requirements.
- It was suggested OHCHR draw on best practices from other websites and reporting of other agencies, such as UNICEF, UNOG and WFP.
- A holistic approach is needed to donor engagement, where even an improved website and report is only part of the process; social media engagement, raising OHCHR's profile and relationship building are similarly important.

## 2.2 Annual Appeal Findings

## **Process of Appeal Production**

### **Lacking Clear and Widely Understood Vision/Purpose**

Like the report, the appeal lacks a clearly communicated purpose/vision amongst most staff. On the one hand, most interviewees see it primarily as a box ticking process for main donors to trigger funding allocations. In that regard, the purpose is clear, but on the other hand, many OHCHR staff involved in donor relations or external engagement (particularly in Western Europe and the USA) believe the appeal could be repurposed for broader resource mobilisation. Considering the substantial effort that goes into the appeal, it's logical to consider how else it might be used.

### **(Relatively) Efficient Production**

The appeal is considered efficient to produce and nowhere near the burden of the report. Much of this is due to the publication being 1/10<sup>th</sup> of the size of the report, but also aided by requiring fewer inputs from field offices and thus less coordination requirements. However, efficiency is relative to what it is trying/needs to achieve. Considering the appeal's narrow focus on a small donor group, there is significant potential for streamlining production; donors mainly require the funding and planning details, while other sections could be condensed. However, this begs the question of whether OHCHR wants to maintain the focus on a small group of donors or also utilise the appeal for broader resource mobilisation? The latter would require additional production effort, albeit drawing from existing content and thus not overly difficult.

### **Budgeting Forecasting Lacks Robustness**

The budget forecasting for the appeal appears somewhat arbitrary and siloed amongst entities, rather than being a more systematic, strategic process linked to organisational priorities. For example, the default is to increase the following year's budget, regardless of burn rates for previous budgets. However, the current processes are effective for illustrating the persistent lack of funding for OHCHR. The timeline for budgeting is also tight with many moving parts, which can also justify the current approach.

## **Content of the Appeal**

### **Lacking Powerful Narrative**

According to most KIIs and reading the appeal, the current format doesn't have a strong narrative, particularly about the global human rights crisis/demand, how OHCHR is making a major impact and the need for funding. There is not a strong human/narrative element to the appeal; it is framed much more as a technical document. However, the purpose/vision of the appeal must be clarified first because donors are supportive of the current format and prefer the technical rather than emotive content. If pursuing a diversified audience (particularly the public), a more powerful narrative and emotional aspect is essential.

### Indirect Messaging

Multiple KIIs remarked how the appeal is very indirect in requesting funding, which is evident when reading the appeal; extensive details are provided throughout the report and the financial ‘ask’ only comes on page 53 (of 55). This is very indirect compared to other agencies and INGOs, where the ‘ask’ is foregrounded and details provided subsequently. This relates to the narrative, but regardless of vision/purpose, the appeal could better foreground the funding ‘ask,’ namely needs and the gap.

### Donors Prefer Technical Content

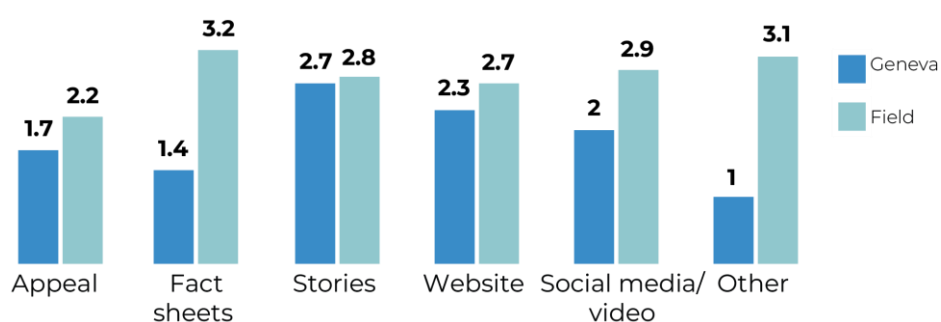
While OHCHR staff that are aware of the appeal content, primarily Geneva-based staff, felt there was a need for a stronger human-angle to the appeal, multiple donors expressed preference for the technical aspects of the appeal, particularly the financial elements and planning/activities for the year ahead.

### Uses of the Appeal

#### Very Limited Use in OHCHR

The appeal is nearly solely used for the launch event by Geneva-based staff and even then, typically not used beyond the launch and related follow up. Across KIIs, field staff indicated they don’t use the appeal and that it wasn’t relevant to their more specific needs. The appeal serves a narrow purpose, but it serves that purpose well.

When asked what products they use for resource mobilisation, the survey results are below (1-5 scale, low-high). The results reinforce how other approaches are used to engage donors and cultivate relationships.



### Donors Satisfied

Across KIIs, donors reported satisfaction with the appeal, particularly the details on planning and financial requirements. Like the report, there was less interest in the human interest/case study elements; donors view the appeal more as a technical document. The following quotes are illustrative of donor satisfaction with the appeal:

“The appeal is good because it provides what has been done and forward planning.”

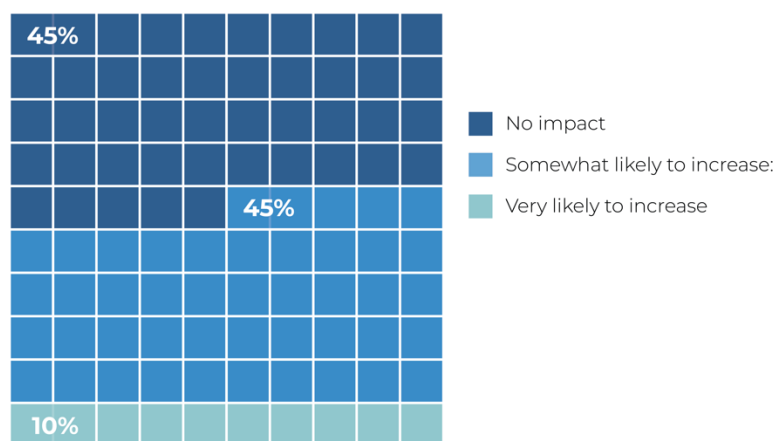
“I have no strong feelings on the appeal, but it lays out priorities and is understandable.”

### Appeal has Limited Influence on Funding

Although donors are satisfied with the appeal, a common theme across KIIs was that the appeal doesn't directly influence funding. The primary influence on funding was usually the domestic context for donors: economic and political realities. For some donors, however, the appeal was necessary to trigger funding disbursements. The following quote is indicative:

“The annual appeal is not that necessary for us. Our annual budgeting is done prior to the appeal, so it has no impact, but we recognise it can be good for other donors... Previously, there was no appeal and it was fine.”

The survey results provided somewhat mixed results, but largely reinforced the view that the appeal has limited influence. In response to the question ‘does the annual appeal influence funding decisions?’ the results were as follows:



Perhaps most critically, donors recognised that OHCHR has a severe funding shortfall and they were sympathetic to this challenge. The appeal is central to this narrative and thus has an indirect influence on funding volumes by encouraging donors to fund the gap. The following quote also illustrates the potential for influence on funding:

“The appeal allows us to check if there are any unused fund available.”

Considering the appeal's limited direct influence on funding, it is important that OHCHR continues and expands complementary efforts to influence funding. For example, donors appreciated the various contact and engagement they had with OHCHR staff, indicating the importance of relationships. Strong relationships can then increase the likelihood of donor staff advocating for increased OHCHR funding. A key point being that OHCHR shouldn't rely too heavily on the appeal and ensure complementary donor engagement is strengthened.

### Potential for Consolidation

Numerous donors indicated the appeal was not necessary for them or it could be condensed, as they mainly required the budgetary and activity details. It was also mentioned that there is significant repetition of content between both the report and appeal, thus streamlining would be useful. Although the appeal isn't necessary for many donors (its utility is more out of necessity rather than being influential), the fact that is required by some and is positively received justifies it being continued, but with potential for consolidation. For example, the appeal is currently very text heavy, such as pages 10-37 in the 2022 appeal. Text could be decreased and better prioritised to shorten the overall appeal length and make it more engaging for audiences.

### Potential for Diversifying Appeal Use

This finding again relates to the need for ensuring a clear and widely understood vision/purpose for the appeal. If the appeal is to continue to focus primarily on key donors, then it can be significantly consolidated. However, the appeal could be used to engage broader potential donors, such as a pledging-type event, direct outreach to non-traditional donors and/or public-oriented resource mobilisation. There is significant potential in this regard, which will require investing resources, not just in production towards a more accessible product, but also for launch event/s and outreach. Alternatively, the current appeal can be leveraged more proactively, such as through a launch event in the USA to target a significant donor base there, both traditional donors that have significant presence in New York and non-traditional donors, such as high net worth individuals. As a OHCHR staff remarked, it would be relatively easy and beneficial to have a launch in New York, even just for raising OHCHR's profile.

### **Synergies of the Appeal with Resource Mobilisation**

#### The Appeal is Siloed

The appeal plays an important role in raising OHCHR's profile with key donors and reinforcing the narrative of under-funding, but otherwise exists largely in a silo. Geneva-based staff rarely use the appeal for broader resource mobilisation, while field offices never use the appeal for resource mobilisation. This is not necessarily problematic, as the appeal serves a certain function, but if made more relevant to broader audiences, it could be more integrated into resource mobilisation efforts.

### **Other Feedback**

Compared to the report, the strength and volume of feedback for the appeal was significantly less. For field offices, the appeal posed minimal or no impediment on their day-to-day work. For Geneva-based staff, the appeal was generally seen as necessary and significant work, but not the cumbersome burden that the report is for staff. DEXREL should be in charge of delivering the appeal, but the substantive text/narrative should sit with the substantive divisions/sections. For donors, the appeal was positively received, but didn't invoke strong sentiment. The main feedback or issue for OHCHR moving

forward is whether the appeal can be leveraged and/or repurposed for broader resource mobilisation. Alternatively, the appeal processes can be simplified to free up capacities for other resource mobilisation efforts.

## 2.3 Cross-Cutting Findings

This section focuses on cross-cutting findings related to the report and/or appeal, but also the broader context, such as OHCHR's operational structures.

### Mixed Focus on Women's Empowerment/Gender Dynamics

The report and appeal have a mixed capturing of women's empowerment/gender dynamics. There is significant focus on gender in reporting and the PMS, alongside the reporting guidelines, encourages capturing of gender-specific information, yet DEXREL must extract the gender-specific information, which is often minimal. However, the gender-specific information in the report and appeal often lacks prioritisation and/or depth. For example, data is not consistently gender-disaggregated; there is excellent disaggregation for the overview of OHCHR staff, including at each level of seniority, but then many results do not include a gender breakdown of who was reached. KIIs indicated that gender was considered within reporting, but not necessarily prioritised.

Similar analysis can be said for disability and LNOB, but to a stronger extent, although neither featured prominently in KIIs. Various steps are in place, such as reporting guidelines and disaggregation within PMS, but LNOB, for example, doesn't have significant depth in the final report; it is mentioned on various occasions, but could be better explained and illustrated. However, the issue of many axes for disaggregation poses its own challenges, as detailed below.

### Fragmentation Confuses Messaging/Narrative

Across both the report and appeal, OHCHR seeks to capture extensive content that is broken down or tagged in many ways, such as spotlight populations, pillars and frontiers, but also in terms of the OEAPs. On the PMS data collection side, this causes challenges for field offices, such as a feeling of repetition when following the OMP structure, particularly when work may cut across different pillars and spotlight populations. For others, certain points of disaggregation, such as spotlight populations weren't relevant to their work. For the report and appeal final products, it creates overly complicated and fragmented text that undermines a coherent narrative. The bigger picture can feel lost as the report and appeal seek to cover so many different issues; it become technical rather than holistic. This view was evident in both OHCHR and donor KIIs, while also being clear in the final published products. This does not mean eliminating disaggregation, but instead finding a way to ensure a coherent narrative throughout both the report and appeal. For example, consistently integrating analysis of how OHCHR's work has impacted gender equity and foregrounding women's experiences.



## Communications Coordination and Strategy Lacking

Throughout KIIs and review of available content, it is evident that both the report and appeal are disconnected from OHCHR's communications section. The only communications strategy/plan is what features in the OEAP, which is very minimalist and is not effectively linked to the report and appeal. For example, the report/appeal require stories and photos to illustrate different impacts and regions of work. This should be planned each year with the communications team, but this doesn't occur. Such a disconnect has led to DEXREL recruiting a story telling consultant and photographers separately, whereas this should be a joint, integrated approach. While the consultant was well regarded and delivered high quality products, the content did not reach its full dissemination potential and the separation between DEXREL and communications persisted. A more integrated and strategic approach is critical. The report content also has potential advocacy uses, but such potential was not raised during data collection.

Aside from strategy and integration, there are significant other issues relating to communications (recognising that communications appear focused on advocacy and are under-resourced). The focus of communications is not on amplifying the report and appeal content, nor does communications provide significant content for the report and appeal. There is a basic photo database, but it's not widely known or used. There is no database for interview transcripts, which could be used to extract quotes/stories for the report and appeal (plus many other uses). (Most human interest stories in the report and appeal are written in third person and/or quote OHCHR staff, rather than using direct quotes from people reached by OHCHR's work, which are typically more engaging and empowering by having people speak in their own words) Overall, there is significant potential to enhance synergies between the report, appeal and communications, which would make better use of resources, enhance impact and contribute to coherence in messaging. For example, the report and appeal are major products that could be leveraged for broader audience engagement or alternatively, communications could provide significant content for the report and appeal.

## People in the Pictures

A few issues were raised regarding photography in the report and appeal that must be mentioned. The most common feedback amongst KIIs was the prevalence of low-quality photos, such as photos of workshops from a distance or photos of people's backs (rather than faces). This is relatively straightforward to fix, but responsibility should be for communications staff and professional photographers, not field staff. Although it's recognised that anonymity may be required and thus lead to photos of people's backs, there are alternative ways to take anonymous photos, such as in [this report](#), or by using photos of people that do not require anonymity. Photographing human rights is also more difficult than livelihoods or water and sanitation projects, thus reinforcing the need for appropriately qualified photographers and/or guidance for staff.

A second issue raised was problematic representation in photos that reinforced stereotypes surrounding the aid and human rights industries, particularly in relation to children. Although most of OHCHR's photography respects values of dignity and equity, some OHCHR staff were uncomfortable with problematic representations of power imbalances, cliché imagery and potential victimisation. The following link provides an example that staff felt was problematic:

<https://www.ohchr.org/en/stories/2022/10/when-it-comes-human-rights-we-need-all-hands-deck-says-new-un-human-rights-chief>

As an OHCHR staff member suggested:

“Look at WFP’s communications. They do it with dignity, while showing horrific contexts. It makes a clear appeal, but it is not a charity mindset. We need different communications for different channels.”

### 3. Lessons Learned

This section provides some lessons learned identified primarily through KIIs, which formed the bulk of data collection. Compared to a programmatic evaluation, this section is significantly smaller because although the report and appeal engage with many different issues, the production and dissemination processes are more predictable than programmes. Many of the lessons are cross-cutting, such as being broadly in relation to resource mobilisation. Therefore, lessons learned are presented collectively, not according to the report, appeal and cross-cutting disaggregation.

#### Resource Mobilisation Responsibility and Results

The lessons are multiple, as follows:

- Resource mobilisation is unlikely to be prioritised without better synchronisation with other individual staff and office-level operations, such as appropriately integrating resource mobilisation into existing activities and strategies.
- Successful resource mobilisation was linked to motivation, but must be backed by investment (particularly time and recruiting staff with the appropriate skills and mandate) to ensure opportunities are realised (burdening offices with resource mobilisation without providing appropriate support, including dedicated staff, will not work and likely create significant tensions for already busy offices).
- Successful resource mobilisation involved significant effort on building donor relationships and OHCHR's profile. It's not simply a matter of submitting funding proposals, but rather a more comprehensive endeavour.
- Resource mobilisation opportunities that aren't adequately supported to be realised (such as insufficient technical support) contribute towards frustration and decreasing likelihood of pursuing resource mobilisation in the future.

### Effective Internal Communications for Identifying Content

In terms of identifying and capturing stories and other interesting content for the report and appeal, a key lesson was that it requires effective internal communications. KIIs highlighted the adhoc nature of identifying strong stories and content, which only become known through internal communications. A more systematic approach to internal communications would improve content identification. Systematically capturing strong stories and content would also serve multiple other purposes beyond the report and appeal.

### Resource Mobilisation is About More than Products

A significant lesson is that resource mobilisation requires a diversity of approaches for building donor relationships that increase the potential for funding. It was evident across donor KIIs that donors value the face-to-face contact, informal communications and other forms of relationship building. This is particularly the case in terms of donors feeling some input into some strategic direction and/or planning. The following quotes from key donors in Geneva are illustrative:

“We need regular dialogue for different programmes, not just the annual report.”

“We expect a dialogue with major donors on the next OHCHR strategy and indicators and results tracking.”

Reinforcing this lesson is that for successful resource mobilisation at field offices, this had nothing to do with the report, nor the appeal. It was due to proactive outreach and relationship building by OHCHR staff, matched with proven success in the delivering results in the local context. This again highlights the need for investment in field offices to support resource mobilisation, albeit with two caveats:

1. Recognising that field offices already have high workloads, so any additional responsibility for resource mobilisation must be supported appropriately, albeit recognising that resource mobilisation needs to be better integrated into existing planning; and
2. Available funding varies highly for field offices, such as countries facing crises attracting more donor support than less countries with less visible issues.

### Human Interest Stories Not Always Appropriate for Capturing OHCHR's work

Much of OHCHR's work, including major achievements, is normative and/or often based on incremental changes in law, policies and similar technical areas. Impact can also take years to materialise. Such work is not always conducive to human interest stories, which can then make the emphasis on stories feel misplaced and inappropriate for many field offices. This needs to be considered and effectively communicated. Where current EoY reporting emphasises human interest stories, there could also/instead be a prompt such as ‘what is the most significant/impactful change your office has achieved in the past year?’ Such a prompt would provide better space for normative and other changes.

### Need for Synchronisation on Delivery Capacity and Resource Mobilisation

Although varying across field offices, many KIIs indicated that resource mobilisation may be mismatched to delivery capacity, thus leading to problems with meeting implementation targets. Recruitment and other procurement challenges meant a significant lag between securing funding and being able to deliver. This resulted in field offices halting further resource mobilisation or avoiding it entirely. The type of resource mobilisation (such as scale or thematic area) is also important and must align with field office's interests, rather than pursuing resources simply for the sake of OHCHR expansion.

## 4. Good Practices

### Regular, Diversified Donor Engagement

From the cases of successful OHCHR resource mobilisation, it was evident that staff put in considerable effort to build donor relationships and the profile of the relevant OHCHR office. It was not simply the matter of preparing a good proposal, but rather a holistic approach to resource mobilisation. This is reinforced by donor KIIs, where they appreciated ongoing dialogue and engagement with OHCHR beyond the report and appeal. This helped build rapport and understanding.

### Strategic Planning and Investing in Resource Mobilisation

The successful cases of OHCHR resource mobilisation resulted from (a) financial and implementation planning; and (b) investment in resource mobilisation, particularly ensuring that appropriate staff are tasked with the role and that they have sufficient time and support. Without strategic planning backed with investment, it's unlikely resource mobilisation efforts would have been as successful.

### Ongoing Activity Documentation

Offices that regularly documented their work found EoY reporting much easier, as they had the available data, even if PMS still posed challenges. Compiling weekly updates helped contribute to this documentation process. Other offices created templates that encourage and facilitate regular data collection that further supports report writing and communications.

### Coordination and Compilation

Coordination efforts by the report production team are considered and timely, despite the challenge of balancing many moving parts. This even extended to the external graphic design and print team noting that OHCHR was far more prepared and easier to work with than many other agencies.

## 5. Conclusions

The overarching conclusion is that OHCHR needs to better communicate its vision and purpose for both the report and appeal before embarking on any other actions. The fact that this evaluation was commissioned suggests there is a desire to achieve more with the report and appeal, but that must first be steered by clear vision and purpose. The report and appeal currently achieve high levels of success in meeting the preferences and requirements of a narrow set of key donors, which is critical. The report and appeal should not be expected to achieve everything and efforts to expand their potential impact must be well calibrated and not at the expense of their current success with donors that will continue to form the backbone of OHCHR's funding.

The other related, overarching conclusion (or reflection) is that the report and appeal are only a small part of the overall resource mobilisation process and are very centred on Geneva-based, traditional donors. Diversifying and expanding resource mobilisation requires significant public outreach, communications and relationship building that showcase the profile and impact of OHCHR within a global context of human rights crises. The report and appeal can only meet so many needs, whereas resource mobilisation requires significant investment and strategy, as reflected in the work of other agencies, such as UNICEF and UNHCR. As such, while significant refinements and improvements can be made to the report and appeal, they should only be seen as part of a much broader picture.

To minimise repetition of the findings, the report and appeal conclusions are combined under each criterion, as follows:

### Production

Both the report and appeal are major undertakings and the involved teams, particularly DEXREL should be lauded for establishing a coherent process for producing both products. The findings and recommendations for production relate more to the overall vision/purpose of both products and the need to address issues relating to PMS and communications, rather than the bulk of the process, which is complex and cumbersome, but well executed. It can be concluded that production is reasonably efficient and organised, but it's certain systems and the overall scale of the report (and to a lesser degree, the appeal) that are cumbersome and the source of frustrations.

### Content

The dominant impression is that the report is far too long and at over 550 pages, this is true. However, the extremely positive reception by donors indicates that the content is serving the purpose of meeting donor accountability and contributing to positive donor relationships. Nonetheless, the content can be significantly consolidated, particularly the UN Human Rights in the field section (currently the longest) and still meet donor needs, while there is scope for improvements, such as better-quality photos and quotes from people reached (rather than OHCHR staff quotes). Specific recommendations for consolidation are included in the next section on recommendations.

The appeal content is regarded as satisfactory by donors, but there are multiple avenues for improvement. The appeal is effective at contributing to the narrative of OHCHR's under-funding, which donors have taken onboard. There is some scope for consolidation, but more critical is ensuring a stronger narrative with a more direct funding request. Currently, the funding request features only on the final pages.

### Use

It is evident that the report is primarily used by donor staff involved in contract management and they predominantly use it for accountability purposes and as a reference document. In these regards, donors are very positive about the report. OHCHR can be satisfied with this result. However, there is scope for the report to be made more accessible and engaging for broader audiences that would expand its use significantly. This is worth pursuing, but may require additional investment and capacity to enable the creation of regional-specific spin-off products and/or a more interactive, web-based experience. For donors, the use of the appeal is very narrow, but serves its purpose.

For OHCHR, the report is only really used for meeting donor requirements and occasionally as a reference document, but for most staff, they never/rarely use the report. There is significant scope for broadening the use of the report, but it requires making it more digestible and relevant to different staff and external audiences. The same case for the appeal, although its current use is even narrower than the report; it is only substantively used for the launch and is largely irrelevant for other offices.

### Synergies with Resource Mobilisation

As outlined in the introduction of this section, there is significant potential for the report and appeal to be more coherently and effectively integrated with resource mobilisation, but this requires clarification and communication of the purpose and vision of the report and appeal, plus the development of complementary tailored products. Currently, the report and appeal serve narrow purposes and do so very well, but there is potential to achieve more. Putting the report and appeal aside, the evaluation can conclude that there is a disconnect between global level resource mobilisation strategies and the contexts for field offices. Any push to expand resource mobilisation must be done thoughtfully and strategically to not inappropriately burden field staff.

### Other Feedback

Overall, the report and appeal require engagement with many entities across the Geneva office and field offices, which is complicated, and all things considered, effective. The main issues that came up prominently throughout the evaluation process were the challenges with PMS and the disconnect between the report/appeal and communications.

## 6. Recommendations

The recommendations in this section are separated into three groups, namely the report, appeal and cross-cutting. In each group, recommendations are broadly organised from higher-level systemic recommendations to lower level, simpler recommendations. Although the systemic recommendations require greater effort, they are critical issues that will then impact the subsequent lower-level recommendations. For example, communicating the purpose/vision of the report is a prerequisite for informing other production processes.

## Report Recommendations

### 1. Clearly and Widely Communicating the Vision and Purpose for the Report

*Responsibility: Senior Decision Makers in OHCHR*

The vision and purpose of the report need to be better communicated to staff, as this impacts every other recommendation. If the report is to continue primarily as a donor accountability exercise, then this needs to be confirmed and communicated to all staff to set realistic expectations of what the report can achieve. Such communication should also emphasise the importance of how EoY reporting contributes to the annual report. If the report is going to be a broader public engagement exercise, then such an endeavour needs to be separated from the current function of the report, which is highly effective at meeting donor needs. There are arguments both ways.

**Easy option:** Accept that the report is highly effective for accountability purposes to donors. OHCHR can then drop broader ambitions for the report.

**More complicated option:** Recognise that the report provides extensive content that could be repurposed for spin-off products that more focused on public engagement than donor accountability. The current report should not be degraded because it serves a purpose, but investment could be made for spin-off, condensed, complementary and multi-lingual products that target broader audiences.

### 2. Consolidate the Report, Including Disaggregation

*Responsibility: DEXREL, specifically report production team, and PPMES*

Although donors deeply appreciate the current report, there is potential for consolidation to reduce the overall size and thus overall workload. This must be done in consultation with donors to ensure their continued satisfaction, but OHCHR should be able to achieve significant consolidation. For example, through KII and the survey for this evaluation, donors indicated a preference for financial content, numbers and impact, rather than extensive human interest content and various other sections. Drawing on the survey results, the following report sections should be prioritised for consolidation: UN Human Rights at Headquarters: Pillar Results, organisational

development, funds administered by UN Human Rights, UN Human Rights in the Field, UN Human Rights at Headquarters: Organisational Effectiveness, funding trend and the accountability and governance framework. Other more specific recommendations for consolidation are as follows:

- UN Human Rights in the field is by far the largest section, equating to 252 pages in 2021. This section offers the best opportunity for consolidation, such as reducing lengthy text, prioritising figures over text and potentially combining some countries or having a maximum half to one-page per country.
- Consider a consolidated template for each country/region that outlines the number of people reached (beneficiaries), collectively indicates which pillars are being addressed by that office and focuses on the most significant change/s achieved by that office (rather than lots of text for a one-off workshop, etc.).
- Reduce the large blocks/pages of text that are present throughout the report.
- Utilise tables and other forms of visualisation to replace and complement text. Page 28 of the 2021 report provides a good template.
- Institute an editing and review process that mandates consolidation.

As part of consolidation, challenges relating to the over-disaggregation (pillars, shifts, frontiers, spotlight populations and otherwise) must also be addressed because it over complicates reporting in PMS for field offices and then fragments the report's narrative. Although it is appreciated that the various points of disaggregation are important, the recommendation is for simplification. It's also recognised that disaggregation of results is from the OMP. Nonetheless, the presentation of information can still be consolidated, such as clustering of pillars rather than reporting against each pillar in the report.

### 3. Consider Simplification of the OMP

*Responsibility: Senior Management*

The disaggregation of results comes from the OMP, which underpins much of the EoY reporting, PMS and ultimately the final overall report. Considering such reporting is perceived as overly disaggregated and cumbersome, it is suggested the simplification of the OMP is considered. This could benefit EoY reporting, PMS and the overall report, while potentially improving results-based planning and monitoring. A more specific recommendation is beyond the scope of this evaluation, but OMP simplification is worth exploring, particularly as a new OMP is imminent.

### 4. Make PMS Primarily Quantitative and Separate Narrative

*Responsibility: PPMES with significant inputs from FOTCD, DEXREL and field offices*

PMS is not efficiently relaying useful information about OHCHR's work and impact to staff that need to create the report and appeal, while it elicits strong negative feelings from staff, particularly in entities beyond Geneva offices. It is understood that PMS



undergoes regular updates, but the recommendation here is to have PMS focus primarily on quantitative information. Then have a two-page complementary narrative report that can provide the holistic overview of impact. Although recognising PMS is also utilised for results-based management and other purposes, not just providing content for the annual report, the following are some specific recommendations:

- A. Focus on refinement of the EoY reporting template (not necessarily all of PMS).
- B. Refine the template to support easy collation of EoY quantitative data (i.e # of countries of engagement where NHRIs have been established). This will support consolidated presentation in the report;
- C. Provide a space for a 2-page maximum narrative that is all encompassing (holistic) rather than divided according to each pillar/result;
- D. Provide guidance or a section for each office's 'most significant change/s' as this provides space for normative, legal and other changes, which may not be suited to the current emphasis on human interest stories;
- E. Refine PMS EoY reporting products to be easier to consume for the team sifting through the content to compile the annual report;
- F. Address bandwidth/connectivity issues that currently make PMS slow and unstable for many field offices; and
- G. Make refinements in close consultation with field offices, as they have the most frustrations with the current system and can best guide improvements.

Making such refinements can help:

- A. Address frustrations with PMS being overly complicated;
- B. Encourage offices to prepare their narrative in advance;
- C. Ensure the impact of offices is more holistically articulated; and
- D. Make it much easier for the report production team to compile the overall report and get a sense of each field office's work.

## 5. Summaries and Spin-off Regional Products

*Responsibility: regional offices in agreement with country offices and FOTCD.*

To address significant interest in and demand for short, summary reports, along with regional-specific content, the annual report should be prepared in a way that easily enables spin-off products. The interest comes from field offices that believe such products would have more localised relevance and could thus be utilised more effectively for donor and external stakeholder (such as non-traditional donors and host governments) engagement than the current long, English language report, which has limited uptake in many settings. At minimum, a 2-4 page summary of the report should be prepared, which will be far more digestible and expand audience reach. This can also be translated into relevant languages. According to KIIs, OHCHR staff and donors, there is widespread interest in summaries.

More substantively, there is also interest in condensed, regionally relevant reports, such as for Latin America or Middle East/North Africa, which can then be translated accordingly and used for donor/stakeholder engagement. This would require more significant investment than a report summary, but should be at least piloted in a region with the most interest or ideally rolled out in multiple regions. Such regionalisation should be synchronised with regional communications staff story gathering to reduce burdens on field offices and ensure coherency and relevancy of content.

## 6. Address Aversion to Reporting

*Responsibility: FOTCD and PPMEs in close consultation with field offices*

There is currently a widespread aversion to the EoY reports that undermines the quality of reporting and then feeds into upstream problems for the overall report. Although it is unlikely staff will become enthusiastic about reporting, steps can be made to improve motivation, such as the following:

- A. Improve the feedback loop, where different offices receive constructive and timely feedback on their PMS reporting. This will partly address the feeling that reporting currently goes into a blackhole, while also improving understanding of how the reporting is used in Geneva. Considering resource limitations preclude widespread individual feedback, webinars might be an efficient mechanism for providing feedback at scale.
- B. Emphasise how reporting can benefit the programme cycle, particularly to inform decision-making, such as regarding strategic direction and addressing under/over achievement/spends. This will increase the perceived utility of reporting beyond being an accountability exercise.
- C. Refine PMS to reduce frustrations with it, as outlined earlier.
- D. Change the timing of EoY reporting to the end of January for field offices, as that time is preferred to December. (The shortened turnaround time for Geneva staff should be compensated by the recommended streamlining) Alternatively, the reporting preparation period could be expanded, while maintaining the existing deadline in December. Realistically, however, most offices will still prepare and submit around the deadline, where December is deemed inconvenient.

## 7. Report Dissemination

*Responsibility: DEXREL, web team and communications*

This recommendation has multiple elements focused on report dissemination with the intention of improving user-experience and expanding audience reach, as follows:

- A. Provide printed copies on a demand basis only. This was recommended by many donors and field offices, as digital versions are often preferred and are also more

environmentally friendly. It could nearly be entirely digital, but for some contexts, a printed version remains more appropriate.

- B. Refine the annual report microsite to be easier to navigate and a more engaging web-based experience to consume the report, rather than the current links to PDFs, such as through more integrated visualisation. Despite improvements to OHCHR's overall website, donors and OHCHR staff did not view it as user-friendly, nor engaging. Therefore, refinements to the overall website are also recommended, such as making navigation simpler, fewer clicks to access different sections and making content simpler/more engaging.
- C. Consider how to tailor content to donors, as proven with the Human Rights Mainstreaming Fund, but without setting further expectations/burden.
- D. Find a way to better compress the PDF file because the current size at over 40mb is impossible for most email and difficult to access/share in many contexts where internet speeds are slow.

## Appeal Recommendations

### 8. Clearly and Widely Communicate the Vision and Purpose for the Appeal

*Responsibility: DEXREL*

Like the report, this decision impacts all other recommendations. The appeal is currently effective for key donor engagement, but not used otherwise. A decision must be made on whether to have broader vision/purpose for the appeal, such as using it for engaging non-traditional donors, high net worth individuals and/or a public appeal. There is significant potential for broadening the scope of the appeal, but it would involve significantly more investment, such as for complementary products, launch events, outreach and ensuring more efficient mechanisms for donations, particularly if pursuing public donations.

**Easiest option:** keep the appeal narrowly focused on key donors, for which it serves its purpose. This will not require any investment and with some streamlining, could free up resources for other resource mobilisation efforts.

**Easy option:** maintain the current appeal, but include launch event/s beyond just the small, closed-door event in Geneva. The easiest choice would be a New York Office-based event that could engage diverse possible donors, while also further raising OHCHR's profile with traditional donor staff outside of Geneva. Effort could also be made towards broader regional launches where there might be feasibility for securing significant funding that would justify the return on investment, such as in East Asia or Gulf States, but with recognition that has further implications and issues to consider.

**More complicated option:** keep the appeal for traditional donors, but produce spin-off appeal products that specifically target broader audiences and provide supplementary

content and outreach, like UNICEF and UNHCR's resource mobilisation. For example, the appeal could be complemented by celebrity collaboration and endorsement. However, this will also require significant backend work for simplifying and managing donations, alongside significant investment related to launch events and outreach.

In line with the annual report, the appeal needs to be complemented by spin off regional products that tailor the message to the specific needs in different regions and adapt the messages to the regional human rights contexts.

## 9. Consolidate and Restructure the Appeal

*Responsibility: Senior Decision Makers in OHCHR*

Regardless of the choice in recommendation seven, there is significant potential to condense the appeal's content, as donors are primarily interested in the funding overview, planning and activity details. For many donors, the appeal is not necessary or if it is, it can still be simplified. The purpose of this recommendation is time and cost saving for OHCHR, which can free up resources and attention for other efforts.

As part of the consolidation process, the structure of the appeal should be altered to ensure better prioritisation. Narrative throughout can be substantially reduced to focus on the financial aspects and a concise narrative. Specifically, the appeal should be more direct in asking for funding and foregrounding the very evident funding gap. The funding request currently only comes on the very last pages and is indirect. Restructuring can also enhance the narrative, which should clearly articulate the severity and urgency of the human rights crisis globally and the emergency alerts, and how OHCHR is a leading actor in addressing the crisis and therefore the logical choice is to provide/increase funding for OHCHR. This can help address the current indirect narrative and funding ask of the appeal.

## Cross-cutting Recommendations

### 10. Gender and LNOB Content

*Responsibility: Geneva Office, Field Offices, FOTCD and PPMES*

For both the report and appeal, it is recommended to prioritise gender-specific and LNOB content collection and foreground it in analysis and the final products. This includes simple steps such as ensuring all data is gender disaggregated and prioritising gender-specific and LNOB stories/case studies, including persons with disabilities. More broadly, it means ensuring analysis related to gender and LNOB, and communicating a transformative agenda. In practice, this must be implemented with the other efforts to streamline reporting and the appeal, particularly the over-disaggregation resulting from spotlights, frontiers and pillars.

## 11. Address Communications Issues

*Responsibility: DEXREL, PPMES, FOTCD, Communications and Web Team*

To address the significant siloing/disconnect between the report/appeal and communications, substantial action must be taken to improve synergies and harmonisation. The following are some priority steps:

- A. Enhance the internal communications between DEXREL and the communications team, but also more broadly within OHCHR, such as between Geneva and field offices.
- B. Design and implement a practical, actionable external communications strategy that ensures a holistic approach across OHCHR.
- C. Fund the communications strategy implementation and reduce reliance on field staff. A regionalised approach will likely work best, such as regional communications staff contributing to the report and appeal.
- D. Establish an accessible human/normative-interest story, transcripts and photo database that staff across OHCHR are made aware of and supported to utilise.
- E. Improve OHCHR's website to make it more user-friendly and interactive, particularly in relation to engaging with the report.
- F. Enhance internal communications processes for information sharing, particularly in relation to reporting and resource mobilisation.

## 12. Appropriate and Sufficient Technical Support for Field Offices

*Responsibility: Senior Management, DEXREL, PPMES, FOTCD and Communications*

Field offices are highly heterogenous, from a single Human Rights Adviser to countries with multiple offices, plus varying capacities within each office in terms of skillsets, available time and resources. If OHCHR wants to expand field-based resource mobilisation, it is recommended that appropriate and sufficient technical support is provided. This will be constrained by resources, but targeted investment is critical, while increasing demands without investment will only multiply frustrations. The piloting of regional DEXREL support is a step in the right direction, while effort can also be made to capitalise on existing resources, such as integrating regional communications staff into report and appeal content collection. However, the return on investment at field offices may be significantly lower than in donor countries, due to limited availability of funding. For example, targeting potential high value individual and corporate donors in the US or elsewhere, may prove more lucrative. Similarly, the return on investment might also be better through focusing on increasing bilateral funding.

A lower return on investment for field-based funding doesn't mean it should be de-prioritised, as there are many examples of successful field-based resource mobilisation, such as in Cambodia, Nigeria and Ukraine, which supported important work. However, OHCHR must be realistic that the economy of scale is significantly less than global

funding, such as that gained through the appeal. This also poses a balancing act between pursuing resources in contexts with greater resource availability (such as Ukraine currently), while not neglecting other contexts because funding is less available (such as Bangladesh currently).

### I 3. Better Synchronise Global Resource Mobilisation Strategies with Field Realities

#### *Responsibility: Senior Management*

Resource mobilisation across offices is not systematic and most offices are disinclined towards pursuing resource mobilisation for reasons outlined in the findings. Most offices, particularly field offices, have minimal bandwidth for undertaking significant resource mobilisation. This must be addressed concurrently. Specifically, offices can't be burdened with resource mobilisation if they don't have the required resources. The following are some broad steps that could contribute to better synchronising global resource strategies with field realities:

- A. Increase investment in field offices to pursue resource mobilisation, such as the recent regional DEXREL support staff secondments.
- B. Address blockages to resource mobilisation that are currently demotivating, such as slow approval processes, delays on proposal submissions and understaffing / slow recruitment that results in a lack of appropriate skills to complete tasks in a timely fashion, in addition to addressing the perceived high cost-recovery by the Geneva office to ensure an equitable balance respective of differing needs. Cumbersome processes, such as slow UNDP procurement, is also demotivating, as it can hamper implementation.
- C. Integrate resource mobilisation into appropriate job descriptions, but with recognition of the constraints on busy offices/staff and that resource availability is highly varied across contexts.
- D. Develop and implement resource mobilisation strategies that are more relevant to different offices, such as regional and/or national strategies that also include significant donor mapping.
- E. A small technical issue: the OHCHR website should allow public donors to setup monthly giving rather than just once-off donations.

**Management response**

**Evaluation of the UN Human Rights Annual Report and Annual Appeal: 2018-2022**

**Recommendation 1: Clearly and Widely Communicating the Vision and Purpose for the Report** – *Responsibility: Senior Decision Makers in OHCHR*

The vision and purpose of the report need to be better communicated to staff, as this impacts every other recommendation. If the report is to continue primarily as a donor accountability exercise, then this needs to be confirmed and communicated to all staff to set realistic expectations of what the report can achieve. Such communication should also emphasize the importance of how EoY reporting contributes to the annual report. If the report is going to be a broader public engagement exercise, then such an endeavour needs to be separated from the current function of the report, which is highly effective at meeting donor needs. There are arguments both ways.

**Easy option:** Accept that the report is highly effective for accountability purposes to donors. OHCHR can then drop broader ambitions for the report.

**More complicated option:** Recognise that the report provides extensive content that could be repurposed for spin-off products that more focused on public engagement than donor accountability. The current report should not be degraded because it serves a purpose, but investment could be made for spin-off, condensed, complementary and multi-lingual products that target broader audiences.

**Management position on recommendation: Accepted**

**Management comment:** this recommendation mixes different issues. One of them is EoY reporting in general, for which colleagues mentioned that they feel “that EOY reporting goes into a blackhole”. As evidenced by the recent requests by the High Commissioner to improve the way we communicate our impact to donors and partners, this is a clear issue that the Office needs to address. Another issue is the re-purposing of the report. As mentioned repeatedly to the evaluators, OHCHR has other products than the Annual Report for donor engagement and EOPS does not consider that an investment in multi-lingual spin-offs would generate significant return on investment compared to the other products the Office uses (stories, calling card, proposals, donor visits, etc.).

Key Action	Responsibility	Timeframe
1. Communicate within the Office on the importance of EoY reporting and use of information (RBM training, webinars, Broadcast messages, guidance note, etc.)	PPMES, DEXREL	Q3 2023
2. Review EoY reporting in PMS with a view to better highlight impact achieved and to make EoY reports a management tool to inform decision-makers.	PPMES, DEXREL, All Divisions	Q4 2024

**Recommendation 2: Consolidate the Report, Including Disaggregation -**

*Responsibility: DEXREL, specifically report production team, and PPMES*

Although donors deeply appreciate the current report, there is potential for consolidation to reduce the overall size and thus overall workload. This must be done in consultation with donors to ensure their continued satisfaction, but OHCHR should be able to achieve significant consolidation. For example, through KPIs and the survey for this evaluation, donors indicated a preference for financial content, numbers and impact, rather than extensive human-interest content and various other sections. Drawing on the survey results, the following report sections should be prioritised for consolidation: UN Human Rights at Headquarters: Pillar Results, organisational development, funds administered by UN Human Rights, UN Human Rights in the Field, UN Human Rights at Headquarters: Organisational Effectiveness, funding trend and the accountability and governance framework. Other more specific recommendations for consolidation are as follows:

- UN Human Rights in the field is by far the largest section, equating to 252 pages in 2021. This section offers the best opportunity for consolidation, such as reducing lengthy text, prioritising figures over text and potentially combining some countries or having a maximum half to one-page per country.
- Consider a consolidated template for each country/region that outlines the number of people reached (beneficiaries), collectively indicates which pillars are being addressed by that office and focuses on the most significant change/s achieved by that office (rather than lots of text for a one-off workshop, etc.).
- Reduce the large blocks/pages of text that are present throughout the report.
- Utilise tables and other forms of visualisation to replace and complement text. Page 28 of the 2021 report provides a good template.
- Institute an editing and review process that mandates consolidation.

As part of consolidation, challenges relating to the over-disaggregation (pillars, shifts, frontiers, spotlight populations and otherwise) must also be addressed because it over complicates reporting in PMS for field offices and then fragments the report's narrative. Although it is appreciated that the various points of disaggregation are important, the recommendation is for simplification. It's also recognised that disaggregation of results is from the OMP. Nonetheless, the presentation of information can still be consolidated, such as clustering of pillars rather than reporting against each pillar in the report.

**Management position on recommendation: Accepted**

**Management comment:** DEXREL makes every effort to consolidate the information in the report, as much as possible, but it should be noted that donors that provide unearmarked funds to OHCHR expect, and appreciate, a comprehensive annual report as a reporting requirement. The report also responds to donors providing earmarked funding against the annual report, which requires the report to cover all work and presences of the organization. Also, the number of field presences has continued increasing, which also explains the increase in the number of pages of the section of UN Human Rights in the field. Efforts were made with the 2022 report to reduce and condense texts significantly. However, during reviews by staff, inputs



were added by many presences and HQ entities, increasing the number of pages. Comments on the design of the report are well noted and will be discussed with UNOG designers.

Key Action	Responsibility	Timeframe
3. Discuss with PPMEs an EoY reporting template that would allow for further consolidation of inputs provided by reporting entities.	DEXREL	Initiated on Q2 2023 and to be continued
4. Discuss with UNOG designers alternatives for presenting consolidated information in a tabular form or through infographics.	DEXREL	Q4 2023

**Recommendation 3: Consider Simplification of the OMP** - *Responsibility: Senior Management*

The disaggregation of results comes from the OMP, which underpins much of the EoY reporting, PMS and ultimately the final overall report. Considering such reporting is perceived as overly disaggregated and cumbersome, it is suggested the simplification of the OMP is considered. This could benefit EoY reporting, PMS and the overall report, while potentially improving results-based planning and monitoring. A more specific recommendation is beyond the scope of this evaluation, but OMP simplification is worth exploring, particularly as a new OMP is imminent.

**Management position on recommendation: Accepted**

**Management comment:**

Key Action	Responsibility	Timeframe
1. Proposal for review of the theory of change and results framework	PPMES	Q4 2023
2. Approval of the revised theory of change and results framework	SMT	Q4 2023
3. Review of the programming guidance	PPMES	Q4 2023

**Recommendation 4: Make PMS Primarily Quantitative and Separate Narrative** - *Responsibility: PPMEs with significant inputs from FOTCD, DEXREL and field offices*

PMS is not efficiently relaying useful information about OHCHR's work and impact to staff that need to create the report and appeal, while it elicits strong negative feelings from staff, particularly in entities beyond Geneva offices. It is understood that PMS undergoes regular updates, but the recommendation here is to have PMS focus primarily on quantitative information. Then have a two-page complementary narrative report that can provide the holistic overview of impact. Although recognising PMS is also utilised for results-based management and other purposes, not just providing content for the annual report, the following are some specific recommendations:

- H. Focus on refinement of the EoY reporting template (not necessarily all of PMS).
- I. Refine the template to support easy collation of EoY quantitative data (i.e # of countries of engagement where NHRIs have been established). This will support consolidated presentation in the report;
- J. Provide a space for a 2-page maximum narrative that is all encompassing (holistic) rather than divided according to each pillar/result;
- K. Provide guidance or a section for each office’s ‘most significant change/s’ as this provides space for normative, legal and other changes, which may not be suited to the current emphasis on human interest stories;
- L. Refine PMS EoY reporting products to be easier to consume for the team sifting through the content to compile the annual report;
- M. Address bandwidth/connectivity issues that currently make PMS slow and unstable for many field offices; and
- N. Make refinements in close consultation with field offices, as they have the most frustrations with the current system and can best guide improvements.

Making such refinements can help:

- E. Address frustrations with PMS being overly complicated;
- F. Encourage offices to prepare their narrative in advance;
- G. Ensure the impact of offices is more holistically articulated; and
- H. Make it much easier for the report production team to compile the overall report and get a sense of each field office’s work.

**Management position on recommendation: Accepted**

**Management comment:** The revision of the EOY template is already underway. There is a need to disaggregate data at some levels so the organization can measure its performance against its key areas such as shifts, spotlight populations, pillars and OE-APs. Hence it will not be possible to eliminate all the disaggregation. PPMES will work with entities across the office to provide other means of extracting data that are pertinent to their needs.

Key Action	Responsibility	Timeframe
1. Preparation of a revised end of year module in PMS addressing aforementioned points	PPMES in coordination with DEXREL and programme management officers	Consultations and preparation already started, expected to be implemented in Q 3 and 4 2023
2. Consultation on developing extra reports based on EOY data for use by other entities.	PPMES in coordination with DEXREL and programme management officers	Q1 – Q3 2024

**Recommendation 5: Summaries and Spin-off Regional Products - Responsibility:** regional offices in agreement with country offices and FOTCD.

To address significant interest in and demand for short, summary reports, along with regional-specific content, the annual report should be prepared in a way that easily enables spin-off products. The interest comes from field offices that believe such products would have more localised relevance and could thus be utilised more effectively for donor and external stakeholder (such as non-traditional donors and host governments) engagement than the current long, English language report, which has limited uptake in many settings. At minimum, a 2-4 pages summary of the report should be prepared, which will be far more digestible and expand audience reach. This can also be translated into relevant languages. According to KPIs, OHCHR staff and donors, there is widespread interest in summaries.

More substantively, there is also interest in condensed, regionally relevant reports, such as for Latin America or Middle East/North Africa, which can then be translated accordingly and used for donor/stakeholder engagement. This would require more significant investment than a report summary but should be at least piloted in a region with the most interest or ideally rolled out in multiple regions. Such regionalisation should be synchronised with regional communications staff story gathering to reduce burdens on field offices and ensure coherency and relevancy of content.

**Management position on recommendation: Accepted**

**Management comment:** According to interviews, these requests were mostly emanating from OHCHR staff and not from donors. The decision to produce customized spin off products should be made by entities based on target audience and budget availability.

Key Actions	Responsibility	Timeframe
1. Consider the relevance of summaries and regional products.	FOTCD, DEXREL	Q4 2023

**Recommendation 6: Address Aversion to Reporting - Responsibility: FOTCD and PPMES** in close consultation with field offices

There is currently a widespread aversion to the EoY reports that undermines the quality of reporting and then feeds into upstream problems for the overall report. Although it is unlikely staff will become enthusiastic about reporting, steps can be made to improve motivation, such as the following:

- E. Improve the feedback loop, where different offices receive constructive and timely feedback on their PMS reporting. This will partly address the feeling that reporting currently goes into a blackhole, while also improving understanding of how the reporting is used in Geneva. Considering resource limitations preclude widespread individual feedback, webinars might be an efficient mechanism for providing feedback at scale.
- F. Emphasise how reporting can benefit the programme cycle, particularly to inform decision-making, such as regarding strategic direction and addressing under/over

achievement/spends. This will increase the perceived utility of reporting beyond being an accountability exercise.

G. Refine PMS to reduce frustrations with it, as outlined earlier.

H. Change the timing of EoY reporting to the end of January for field offices, as that time is preferred to December. (The shortened turnaround time for Geneva staff should be compensated by the recommended streamlining) Alternatively, the reporting preparation period could be expanded, while maintaining the existing deadline in December. Realistically, however, most offices will still prepare and submit around the deadline, where December is deemed inconvenient.

**Management position on recommendation: Accepted**

**Management comment:**

Key Actions	Responsibility	Timeframe
1. Global findings from the analysis of Office-wide reporting processes will be disseminated more widely, beyond the PBRB  This needs input by Divisions for feedback at the section, Branch and Division level	PPMES	Q3 2023 until Q 4 2024
2. (Rec 6B) The importance of reporting and training on results-based reporting is integral part of OHCHR's renewed RBM training	PPMES, DEXREL	Started, to be implemented through 2023 and 2024
3. (Rec 6C) EoY reporting module is currently being refined (please see recommendation 3)	PPMES in coordination with DEXREL and programme management officers	Consultations and preparation already started, expected to be implemented in Q 3 and 4 2023
4. (Rec 6D) Extension of reporting period in making sure that the End of year reporting functions in the PMS is accessible throughout the year	PPMES	By Q3 2024

**Recommendation 7: Report Dissemination** - *Responsibility: DEXREL, web team and communications*

This recommendation has multiple elements focused on report dissemination with the intention of improving user-experience and expanding audience reach, as follows:

- E. Provide printed copies on a demand basis only. This was recommended by many donors and field offices, as digital versions are often preferred and are also more environmentally friendly. It could nearly be entirely digital, but for some contexts, a printed version remains more appropriate.

- F. Refine the annual report microsite to be easier to navigate and a more engaging web-based experience to consume the report, rather than the current links to PDFs, such as through more integrated visualisation. Despite improvements to OHCHR’s overall website, donors and OHCHR staff did not view it as user-friendly, nor engaging. Therefore, refinements to the overall website are also recommended, such as making navigation simpler, fewer clicks to access different sections and making content simpler/more engaging.
- G. Consider how to tailor content to donors, as proven with the Human Rights Mainstreaming Fund, but without setting further expectations/burden.
- H. Find a way to better compress the PDF file because the current size at over 40mb is impossible for most email and difficult to access/share in many contexts where internet speeds are slow.

**Management position on recommendation: Accepted**

**Management comment:** DEXREL has been making efforts to reduce the number of copies of the report that were printed, in addition to eliminating supporting media such as USB keys that were attached to the report in the past. In 2023, the number of printed copies of the report will continue to be reduced. Discussions for improving the web version of the report already started with UNOG and will continue. The recommendation of better compress the PDF report is not an issue of compressing but is directly linked to the size of the report. This can be reduced only if the report itself is reduced. There are limitations to what can be achieved given the length and graphic details of the document. Further, the microsite enables sharing the link to the report and its different chapters.

Key Action	Responsibility	Timeframe
I. Discuss with UNOG designers and OHCHR web team alternatives for improving the web version of the report, both in terms of display and content.	DEXREL	Q3 – Q4 2023

**Appeal Recommendations**

**Recommendation 8: Clearly and Widely Communicate the Vision and Purpose for the Appeal** - Responsibility: DEXREL

Like the report, this decision impacts all other recommendations. The appeal is currently effective for key donor engagement, but not used otherwise. A decision must be made on whether to have broader vision/purpose for the appeal, such as using it for engaging non-traditional donors, high net worth individuals and/or a public appeal. There is significant potential for broadening the scope of the appeal, but it would involve significantly more investment, such as for complementary products, launch events, outreach and ensuring more efficient mechanisms for donations, particularly if pursuing public donations.

**Easiest option:** keep the appeal narrowly focused on key donors, for which it serves its purpose. This will not require any investment and with some streamlining, could free up resources for other resource mobilisation efforts.

**Easy option:** maintain the current appeal but include launch event/s beyond just the small, closed-door event in Geneva. The easiest choice would be a New York Office-based event that could engage diverse possible donors, while also further raising OHCHR’s profile with traditional donor staff outside of Geneva. Effort could also be made towards broader regional launches where there might be feasibility for securing significant funding that would justify the return on investment, such as in East Asia or Gulf States, but with recognition that has further implications and issues to consider.

**More complicated option:** keep the appeal for traditional donors, but produce spin-off appeal products that specifically target broader audiences and provide supplementary content and outreach, like UNICEF and UNHCR’s resource mobilisation. For example, the appeal could be complemented by celebrity collaboration and endorsement. However, this will also require significant backend work for simplifying and managing donations, alongside significant investment related to launch events and outreach.

In line with the annual report, the appeal needs to be complemented by spin off regional products that tailor the message to the specific needs in different regions and adapt the messages to the regional human rights contexts.

**Management position on recommendation: Partially Accepted**

**Management comment:** As mentioned to the evaluators, the Annual Appeal is not the only product to engage with donors, it is one of many products, along with donor briefings, country appeals, funding proposals, donor visits, etc. In this context, we shouldn’t place focus on the Annual Appeal exclusively but rather look at how the Appeal can be used more efficiently, within the full range of products the Office is using for fundraising.

Key Action	Responsibility	Time-frame
1. Consider additional channels to distribute and promote the Appeal.	DEXREL	Q3 2023

**Recommendation 9: Consolidate and Restructure the Appeal - Responsibility: Senior Decision Makers in OHCHR**

Regardless of the choice in recommendation eight, there is significant potential to condense the appeal’s content, as donors are primarily interested in the funding overview, planning and activity details. For many donors, the appeal is not necessary or if it is, it can still be simplified. The purpose of this recommendation is time and cost saving for OHCHR, which can free up resources and attention for other efforts.

As part of the consolidation process, the structure of the appeal should be altered to ensure better prioritisation. Narrative throughout can be substantially reduced to focus on the financial aspects and a concise narrative. Specifically, the appeal should be more direct in asking for funding and foregrounding the very evident funding gap. The funding request currently only comes on the very last pages and is indirect. Restructuring can also enhance the narrative,

which should clearly articulate the severity and urgency of the human rights crisis globally and the emergency alerts, and how OHCHR is a leading actor in addressing the crisis and therefore the logical choice is to provide/increase funding for OHCHR. This can help address the current indirect narrative and funding ask of the appeal.

**Management position on recommendation: Accepted**

**Management comment:** This will be reviewed.

Key Action	Responsibility	Timeframe
I. Review the content and the structure of the Appeal.	DEXREL	Q3 2023

**Cross-cutting Recommendations**

**Recommendation 10: Gender and LNOB Content** – *Responsibility: Geneva Office, Field Offices, FOTCD and PPMES*

For both the report and appeal, it is recommended to prioritise gender-specific and LNOB content collection and foreground it in analysis and the final products. This includes simple steps such as ensuring all data is gender disaggregated and prioritising gender-specific and LNOB stories/case studies, including persons with disabilities. More broadly, it means ensuring analysis related to gender and LNOB, and communicating a transformative agenda. In practice, this must be implemented with the other efforts to streamline reporting and the appeal, particularly the over-disaggregation resulting from spotlights, frontiers and pillars.

**Management position on recommendation: Accepted**

**Management comment:** This recommendation seems to contradict recommendations 2 and 3 on over-disaggregation and simplifying the OMP.

Key Action	Responsibility	Timeframe
I. Consider prioritising gender-specific and LNOB collection.	PPMES	Q3 2023

**Recommendation 11: Address Communications Issues** - *Responsibility: DEXREL, PPMES, FOTCD, Communications and Web Team*

To address the significant siloing/disconnect between the report/appeal and communications, substantial action must be taken to improve synergies and harmonisation. The following are some priority steps:

- G. Enhance the internal communications between DEXREL and the communications team, but also more broadly within OHCHR, such as between Geneva and field offices.
- H. Design and implement a practical, actionable external communications strategy that ensures a holistic approach across OHCHR.

- I. Fund the communications strategy implementation and reduce reliance on field staff. A regionalised approach will likely work best, such as regional communications staff contributing to the report and appeal.
- J. Establish an accessible human/normative-interest story, transcripts and photo database that staff across OHCHR are made aware of and supported to utilise.
- K. Improve OHCHR’s website to make it more user-friendly and interactive, particularly in relation to engaging with the report.
- L. Enhance internal communications processes for information sharing, particularly in relation to reporting and resource mobilisation.

**Management position on recommendation: Accepted**

**Management comment:** As part of the OE 2.0 exercise, the Office is reviewing its communications strategy and internal processes, and implementation in relation to the above points are ongoing.

Key Action	Responsibility	Time-frame
I. Update OHCHR communications strategy	EOPS	Q4 2023

**Recommendation 12: Appropriate and Sufficient Technical Support for Field Offices** - *Responsibility: Senior Management, DEXREL, PPMES, FOTCD and Communications*

Field offices are highly heterogenous, from a single Human Rights Adviser to countries with multiple offices, plus varying capacities within each office in terms of skillsets, available time and resources. If OHCHR wants to expand field-based resource mobilisation, it is recommended that appropriate and sufficient technical support is provided. This will be constrained by resources, but targeted investment is critical, while increasing demands without investment will only multiply frustrations. The piloting of regional DEXREL support is a step in the right direction, while effort can also be made to capitalise on existing resources, such as integrating regional communications staff into report and appeal content collection. However, the return on investment at field offices may be significantly lower than in donor countries, due to limited availability of funding. For example, targeting potential high value individual and corporate donors in the US or elsewhere, may prove more lucrative. Similarly, the return on investment might also be better through focusing on increasing bilateral funding.

A lower return on investment for field-based funding doesn’t mean it should be de-prioritised, as there are many examples of successful field-based resource mobilisation, such as in Cambodia, Nigeria and Ukraine, which supported important work. However, OHCHR must be realistic that the economy of scale is significantly less than global funding, such as that gained through the appeal. This also poses a balancing act between pursuing resources in contexts with greater resource availability (such as Ukraine currently), while not neglecting other contexts because funding is less available (such as Bangladesh currently).

**Management position on recommendation: Accepted**



**Management comment:** this is part of OHCHR’s 2022-2027 Resource Mobilization Strategy and actions are ongoing accordingly. This point will be a key consideration of the OE 2.0 exercise, as support will require resources and strategic decision making.

Key Action	Responsibility	Time-frame
1. Continue capacity-building efforts for field presences	DEXREL	Ongoing
2. Consider expanding the number of resource mobilization officers in the field	FOTCD	Q4 2023

**Recommendation 13: Better Synchronise Global Resource Mobilisation Strategies with Field Realities** - *Responsibility: Senior Management*

Resource mobilisation across offices is not systematic and most offices are disinclined towards pursuing resource mobilisation for reasons outlined in the findings. Most offices, particularly field offices, have minimal bandwidth for undertaking significant resource mobilisation. This must be addressed concurrently. Specifically, offices can’t be burdened with resource mobilisation if they don’t have the required resources. The following are some broad steps that could contribute to better synchronising global resource strategies with field realities:

- F. Increase investment in field offices to pursue resource mobilisation, such as the recent regional DEXREL support staff secondments.
- G. Address blockages to resource mobilisation that are currently demotivating, such as slow approval processes, delays on proposal submissions and understaffing / slow recruitment that results in a lack of appropriate skills to complete tasks in a timely fashion, in addition to addressing the perceived high cost-recovery by the Geneva office to ensure an equitable balance respective of differing needs. Cumbersome processes, such as slow UNDP procurement, is also demotivating, as it can hamper implementation.
- H. Integrate resource mobilisation into appropriate job descriptions, but with recognition of the constraints on busy offices/staff and that resource availability is highly varied across contexts.
- I. Develop and implement resource mobilisation strategies that are more relevant to different offices, such as regional and/or national strategies that also include significant donor mapping.
- J. A small technical issue: the OHCHR website should allow public donors to setup monthly giving rather than just once-off donations.

**Management position on recommendation:** Accepted

**Management comment:** For points A-D, considerations on how to better synchronise global resource mobilization strategies are part of the OE 2.0 exercise being undertaken with Dalberg & Deloitte. Outcomes of the OE 2.0 exercise will guide the process and implementation.

With regards to individual giving (point E), we are transitioning to a different financial provider that will allow us to unlock the monthly donation feature on our website. The procurement process is ongoing and is expected to be set up by the beginning of next year.

Key Action	Responsibility	Timeframe
1. Update resource mobilization strategy, based on outcomes from the OE 2.0 exercise.	DEXREL	Q1 2024
2. Set up and launch new financial provider for online donations.	DEXREL, in coordination with COMMS	Q1 2024

## **Appendices (available upon request)**

**I.1 Annex One: Terms of Reference**

**I.2 Annex Two: Data Collection Tools**

**I.3 Annex Three: List of Documents Reviewed**

**I.4 Annex Four: List of Interviewees**

**I.5 Annex Five: Inception Report**